



**2021 Annual General Meeting
Invitation, Proxy Statement and Annual Report**

TO OUR SHAREHOLDERS, PARTNERS AND EMPLOYEES



Of course, Fiscal Year 2021 was unprecedented.

As we write this letter, we are more than a year into the pandemic. Our hearts go out to all those most directly hurt by it. It touched almost everyone: through mental health, lost jobs, delayed weddings, separated loved ones and, saddest of all, lost lives. Under these exceptional conditions, we witnessed extraordinary courage and resilience across the world, both from our employees — who scarcely missed a beat in spite of the pressures thrown at them — and the communities around them. We wish everyone strength as we strive together for a brighter future.

MAKING A BIGGER IMPACT

The pandemic was not the only big, urgent social issue that demanded attention this Fiscal Year 2021. Logitech was also attending to our long-term commitments toward environmental sustainability and social impact.

Our hard work on environmental sustainability had been ongoing for a decade, but our efforts started to bloom publicly during Fiscal Year 2021. This year, we committed to incorporate post-consumer recycled plastic (PCR) at scale in our biggest product portfolio. We intend to eliminate an estimated 7,100 tons of virgin plastic and 11,000 tons of carbon per year by using recycled plastic in 50 million products shipped by the end of 2021. We also became the first consumer electronics company to pledge to provide detailed carbon impact labeling on product packaging across our entire portfolio. Our first products with carbon labeling hit the shelves on Earth Day 2021, empowering consumers to assess our products for carbon impact, just as they would assess food for calorie content.

We're grateful to have been recognized for these efforts, and others like them. Amazon.com labeled our gaming portfolio as *Climate Pledge Friendly*. We were named to the *Dow Jones Sustainability Index Europe*, and *Fast Company* included us in its annual list of the *World's Most Innovative Companies for 2021* with a top 5 ranking in the corporate social responsibility (CSR) category. In Switzerland, *Bilanz* named us the #1 ranked company for climate consciousness and ranked Bracken the fifth most green CEO. And the *Financial Times* ranked Logitech #12 in a list of companies that have reduced greenhouse gas (GHG) emissions. While these milestones are gratifying, they only serve to show how much more work there is to do in this area. We're not slowing down.

In Fiscal Year 2021, we also acted strongly and with purpose in the area of social impact. We are addressing the need for a more diverse, equal and inclusive society with the same approach and energy we are applying to the environment, starting with our workplace. We have a dedicated focus internally and externally, outlined in our seven-point plan to address injustice and work toward a fairer world. It's the right thing to do if we want to be a model for diversity, equality and inclusion. Just as with environmental sustainability, we have an end-to-end, supplier-to-customer approach to improving our supply base, our offerings to customers, our communities, and our own organization.

STRONG FISCAL YEAR 2021 RESULTS

All these actions made for a busy Fiscal Year 2021, coming as they did alongside an unprecedented rhythm of day-to-day business and the pressures of home life under lockdown. We are so proud and grateful for our talented employees who rose to the challenge. The whole Logitech team defied the odds to deliver such strong numbers. Even our most committed investors and believers were surprised by our results — surprised at the magnitude of growth in general and surprised that we were able to fulfill it. Our strategy is working, our capabilities are robust and growing, and the execution is exemplary.

Our Fiscal Year 2021 net sales gave us an eighth straight year of growth, sixth straight year of near or above double-digit growth, and resulted in another strong year of shareholder returns. Our net sales grew 74% in constant currency to an all-time high of over \$5 billion. We broke other records too. Non-GAAP operating income tripled to a record \$1.27 billion — nearly as much as our non-GAAP operating income for the past four fiscal years combined. Gross margin was a record 44.8%, and cash flow from operations was a record \$1.5 billion.

EXCITING GROWTH OPPORTUNITIES

These outcomes not only changed the scale of our business, they also changed the profile of our brand, as we became the 'got to have it' webcam, mouse, microphone, headset and keyboard brand. We have never been so relevant.

Yet these outcomes didn't show up only because of good maneuvers in Fiscal Year 2021, though we did execute well. They were a result of many years of positioning Logitech against secular growth opportunities that accelerated during the pandemic. We have described them many times before:

- Work from anywhere: The traditional commute to the office has transformed into a new behavior, with people working some days from home or wherever else is convenient to them. This form of hybrid work from anywhere looks to be our future.
- Video everywhere: Communication, at home and from the office, is increasingly video-based, heading in a direction where video will be pervasive.
- Rise of esports: The growth in competitive gaming, known as esports, has been rapid, carrying with it a large, fast-growing, global community of gamers who play, watch and broadcast their play.
- Democratization of content creation: Increasingly people have the tools to design, code, create art, make music, edit video and broadcast at their fingertips at home. These creators are the new studios and media companies.

These trends are keeping all our teams busy, designing and engineering product experiences that tap into them, and then taking those product experiences to market. This is true both of our consumer offerings — for which we are best known — and also of our fast-growing enterprise business, that provides video conferencing equipment and workspace solutions to businesses of all sizes, as well as educational institutions and healthcare providers. This enterprise business was at the heart of much of our Fiscal Year 2021 growth, and will continue to play a key role.

Looking forward, we anticipate ongoing growth in these trends, even post-pandemic, as they continue to evolve. For example, the new world of work will be hybrid. People will work between their home and office, across multiple workspaces. Our mice, keyboards, webcams and video conferencing equipment have never been more relevant, as people and employers kit themselves out to be productive wherever they are, and to communicate over video. We estimate that 2-3 times more people will work more than two days a week at home going forward, reducing the days they spend in the office. In parallel, there is an additional opportunity for Logitech to support the growing remote learning community.

Similarly, gaming is becoming the new playground for more people than ever. It has never been bigger and continues to grow. esports is fast growing into a bigger sport than traditional sports and commands huge audiences. Last fall, the *League of Legends Final* commanded a live audience of about 110 million people (about the same as the American Super Bowl) and an estimated 1.5 billion people were expected to watch some portion of championships. Every team in the final four, and seven of the final eight representing China, Korea, and Europe, used Logitech products.

Gamers don't just use our products to play and compete; they broadcast, stream, communicate and create too. YouTube claims that gamers viewed over 10 billion hours of live streams on its platform from over 40 million gaming channels in 2020. Twitch, a platform focused on gaming streamers, claims another 2 billion hours and nearly 10 million active streamers. And, beyond gaming, Logitech increasingly sees growth in streaming and creation of all kinds. Anyone in possession of a microphone, webcam and some creative inspiration can command an audience online to share and collaborate.

Logitech underlined that fact this year with our investment in high-profile Super Bowl and GRAMMY ads, kicking off a new brand campaign, called *Defy Logic*, celebrating people who push boundaries to inspire and change the world by pursuing their passions.

BIG AMBITIONS

This letter gives us an opportunity to reflect on a transformational Fiscal Year 2021 for Logitech. The company is worth more than 18 times its value in 2013 and has grown 1.5 times in value these past twelve months alone. It has doubled in value every 2.5 years before that, since January 1, 2013. We delivered record results and were recognized not just for our innovative products, but also for our progress in pursuing a more equal, sustainable world.

Fiscal Year 2021 was exceptional thanks to underlying strengths that we have developed over decades: our adaptability in the face of change, our strong company values, our impressive capacity for innovation, our capabilities in areas like operations and design, and above all, our team.

Though we will always be a "little mouse company" in spirit, we have big ambitions as we invest in taking advantage of the many growth opportunities before us. We believe you haven't seen anything compared to what we can do ahead: for people in all their diversity, for the planet, for our employees and communities, and for investors. In its fortieth year of existence, Logitech has never had more vitality.



Bracken P. Darrell
President and Chief Executive Officer



Wendy Becker
Chairperson of the Board



**2021 Annual General Meeting
Invitation, Proxy Statement and Annual Report**

FORWARD-LOOKING INFORMATION

This Invitation, Proxy Statement and Annual Report, including the letter to shareholders, contains "forward-looking statements" within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on beliefs of our management as of the initial date of making such statements. These forward-looking statements include, among other things, statements related to:

- Our strategy for growth, future revenues, earnings, cash flow, uses of cash and other measures of financial performance, and market position;
- Our business strategy and investment priorities in relation to competitive offerings and evolving consumer demand trends affecting our products and markets, worldwide economic and capital market conditions, fluctuations in currency exchange rates, and current and future general regional economic conditions for fiscal year 2022 and beyond;
- Our commitments toward environmental sustainability and social impact;
- The scope, nature or impact of acquisition, strategic alliance, and divestiture activities and restructuring of our organizational structure;
- Our expectations regarding the success of our strategic acquisitions, including integration of acquired operations, products, technology, internal controls, personnel and management teams;
- Our expectations regarding our effective tax rate, future tax benefits, tax settlements, the adequacy of our provisions for uncertain tax positions;
- Our expectations regarding our potential indemnification obligations, and the outcome of pending or future legal proceedings and tax audits;
- Our business and product plans and development and product innovation and their impact on future operating results and anticipated operating costs for fiscal year 2022 and beyond;
- Opportunities for growth, market opportunities, marketing initiatives and our ability to execute on and take advantage of them;
- Potential tariffs, their effects and our ability to mitigate their effects;
- Capital investments and research and development;
- Our expectations regarding our share repurchase and dividend programs;
- The sufficiency of our cash and cash equivalents, cash generated from operations, and available borrowings under our bank lines of credit to fund capital expenditures and working capital needs;
- The effects of environmental and other laws and regulations in the United States and other countries in which we operate; and
- The impact of the novel coronavirus ("COVID-19") pandemic and any associated economic downturn on our business and future operating and financial performance.

Forward-looking statements also include, among others, those statements including the words "anticipate," "believe," "could," "estimate," "expect," "forecast," "intend," "may," "plan," "project," "predict," "should," "will" and similar language. These statements reflect our views and assumptions as of the initial date of making such statements. All forward-looking statements involve risks and uncertainties that could cause our actual performance to differ materially from those anticipated in the forward-looking statements depending on a variety of factors. Important information as to these factors can be found in our Annual Report on Form 10-K under the headings of "Management's Discussion and Analysis of Financial Condition and Results of Operations," "Overview," "Critical Accounting Estimates" and "Liquidity and Capital Resources," among others. Factors that might cause or contribute to such differences include, but are not limited to, those discussed under Item 1A Risk Factors, as well as elsewhere in our Annual Report on Form 10-K and in our other filings with the U.S. Securities and Exchange Commission. You are cautioned not to place undue reliance on the forward-looking statements, which speak only as of the initial date of making such statements. We undertake no obligation to publicly release any revisions to the forward-looking statements or reflect events or circumstances after the initial date of making such statements.

July 23, 2021

To our shareholders:

Logitech's 2021 Annual General Meeting will be held on Wednesday, September 8, 2021 at 9:00 a.m. at Logitech's executive office at EPFL - Quartier de l'Innovation, Daniel Borel Innovation Center, in Lausanne, Switzerland.

The health and safety of our shareholders, our employees and members of our Board of Directors are of paramount importance for Logitech. As a result of the exceptional circumstances caused by the novel coronavirus (COVID-19) pandemic, the 2021 Annual General Meeting will not take place in the usual format. Instead, this year's Annual General Meeting will be held in accordance with the requirements set forth in Article 27 of the Ordinance Nr. 3 of the Swiss Federal Council of June 19, 2020 "on Measures to Combat the Coronavirus (COVID-19)". Shareholders will not be permitted to attend the Annual General Meeting in person and will be required to exercise their rights at the Annual General Meeting exclusively through the Company's Independent Representative.

Enclosed is the Invitation and Proxy Statement for the meeting, which includes an agenda and discussion of the items to be voted on at the meeting, instructions on how you can exercise your voting rights, instructions on how you can discuss Company affairs with management, information concerning Logitech's compensation of its Board members and executive officers, and other relevant information.

Your vote is important, and you should take the steps required so that your shares are represented at the 2021 Annual General Meeting.

The Board of Directors very much regrets that this important event cannot be held in its usual format. We thank you for your understanding and continued support of Logitech and look forward to your participation at the 2022 Annual General Meeting.

A handwritten signature in black ink, consisting of a stylized 'W' followed by a long horizontal stroke that curves upwards at the end.

Wendy Becker
Chairperson of the Board



LOGITECH INTERNATIONAL S.A.

Invitation to the Annual General Meeting

Wednesday, September 8, 2021, 9:00 a.m.

EPFL - Quartier de l'Innovation, Daniel Borel Innovation Center – Lausanne, Switzerland

AGENDA

Proposals

1. Approval of the Annual Report, the consolidated financial statements and the statutory financial statements of Logitech International S.A. for fiscal year 2021
2. Advisory vote to approve executive compensation
3. Appropriation of retained earnings and declaration of dividend
4. Release of the Board of Directors and Executive Officers from liability for activities during fiscal year 2021
5. Elections to the Board of Directors
 - 5.A. Re-election of Dr. Patrick Aebischer
 - 5.B. Re-election Ms. Wendy Becker
 - 5.C. Re-election of Dr. Edouard Bugnion
 - 5.D. Re-election of Mr. Riet Cadonau
 - 5.E. Re-election of Mr. Bracken Darrell
 - 5.F. Re-election of Mr. Guy Gecht
 - 5.G. Re-election of Dr. Neil Hunt
 - 5.H. Re-election of Ms. Marjorie Lao
 - 5.I. Re-election of Ms. Neela Montgomery
 - 5.J. Re-election of Mr. Michael Polk
 - 5.K. Re-election of Ms. Deborah Thomas
6. Election of the Chairperson of the Board
7. Elections to the Compensation Committee
 - 7.A. Re-election of Dr. Edouard Bugnion
 - 7.B. Re-election of Mr. Riet Cadonau
 - 7.C. Re-election of Dr. Neil Hunt
 - 7.D. Re-election of Mr. Michael Polk
 - 7.E. Election of Ms. Neela Montgomery
8. Approval of Compensation for the Board of Directors for the 2021 to 2022 Board Year
9. Approval of Compensation for the Group Management Team for fiscal year 2023
10. Re-election of KPMG AG as Logitech's auditors and ratification of the appointment of KPMG LLP as Logitech's independent registered public accounting firm for fiscal year 2022
11. Re-election of Etude Regina Wenger & Sarah Keiser-Wüger as Independent Representative

Apples, Switzerland, July 23, 2021

The Board of Directors

Questions and Answers about The Logitech 2021 Annual General Meeting

General Information for All Shareholders

WHY AM I RECEIVING THIS “INVITATION AND PROXY STATEMENT”?	This document is designed to comply with both Swiss corporate law and U.S. proxy statement rules. Outside of the U.S. and Canada, this Invitation and Proxy Statement will be made available to registered shareholders with certain portions translated into French and German. We made copies of this Invitation and Proxy Statement available to shareholders beginning on July 23, 2021. The Response Coupon is requested on behalf of the Board of Directors of Logitech for use at Logitech's Annual General Meeting. The meeting will be held on Wednesday, September 8, 2021 at 9:00 a.m. at the EPFL - Quartier de l'Innovation, Daniel Borel Innovation Center, in Lausanne, Switzerland.
WHO IS ENTITLED TO VOTE AT THE MEETING?	Shareholders registered in the Share Register of Logitech International S.A. (including in the sub-register maintained by Logitech's U.S. transfer agent, Computershare) on Thursday, September 2, 2021 have the right to vote. No shareholders will be entered in the Share Register between September 2, 2021 and the day following the meeting. As of June 30, 2021, there were 101,411,654 shares registered and entitled to vote out of a total of 168,699,981 Logitech shares outstanding. The actual number of registered shares that will be entitled to vote at the meeting will vary depending on how many more shares are registered, or deregistered, between June 30, 2021 and September 2, 2021. For information on the criteria for the determination of the U.S. and Canadian “street name” beneficial owners who may vote with respect to the meeting, please refer to “Further Information for U.S. and Canadian “Street Name” Beneficial Owners” below.
WHO IS A REGISTERED SHAREHOLDER?	If your shares are registered directly in your name with us in the Share Register of Logitech International S.A., or in our sub-register maintained by our U.S. transfer agent, Computershare, you are considered a registered shareholder, and this Invitation and Proxy Statement and related materials are being sent or made available to you by Logitech.

Questions and Answers about The Logitech 2021 Annual General Meeting

WHO IS A BENEFICIAL OWNER WITH SHARES REGISTERED IN THE NAME OF A CUSTODIAN, OR “STREET NAME” OWNER?	Shareholders that have not requested registration on our Share Register directly, and hold shares through a broker, trustee or nominee or other similar organization that is a registered shareholder, are beneficial owners of shares registered in the name of a custodian. If you hold your Logitech shares through a U.S. or Canadian broker, trustee or nominee or other similar organization (also called holding in “street name”), which is the typical practice of our shareholders in the U.S. and Canada, the organization holding your account is considered the registered shareholder for purposes of voting at the meeting, and this Invitation and Proxy Statement and related materials are being sent or made available to you by them. You have the right to direct that organization on how to vote the shares held in your account.
WHY IS IT IMPORTANT FOR ME TO VOTE?	Logitech is a public company and certain key decisions can only be made by shareholders. Your vote is important, and you should take the steps required so that your shares are represented.
HOW MANY REGISTERED SHARES MUST BE PRESENT OR REPRESENTED TO CONDUCT BUSINESS AT THE MEETING?	There is no quorum requirement for the meeting. Under Swiss law, public companies do not have specific quorum requirements for shareholder meetings, and our Articles of Incorporation do not otherwise provide for a quorum requirement.
WHERE ARE LOGITECH’S PRINCIPAL EXECUTIVE OFFICES?	Logitech’s principal executive office in Switzerland is at EPFL – Quartier de l’Innovation, Daniel Borel Innovation Center 1015 Lausanne, Switzerland, and our principal executive office in the United States is at 7700 Gateway Boulevard, Newark, California 94560. Logitech’s main telephone number in Switzerland is +41-(0)21-863-5111 and our main telephone number in the United States is +1-510-795-8500.
HOW CAN I OBTAIN LOGITECH’S PROXY STATEMENT, ANNUAL REPORT AND OTHER ANNUAL REPORTING MATERIALS?	A copy of our 2021 Annual Report to Shareholders, this Invitation and Proxy Statement and our Annual Report on Form 10-K for fiscal year 2021 filed with the U.S. Securities and Exchange Commission (the “SEC”) are available on our website at http://ir.logitech.com . Shareholders also may request free copies of these materials at our principal executive offices in Switzerland or the United States, at the addresses and phone numbers above.
WHERE CAN I FIND THE VOTING RESULTS OF THE MEETING?	We intend to announce voting results at the meeting and issue a press release promptly after the meeting. We will also file the results on a Current Report on Form 8-K with the SEC by Tuesday, September 14, 2021. A copy of the Form 8-K will be available on our website at http://ir.logitech.com .

Questions and Answers about The Logitech 2021 Annual General Meeting

CAN I ATTEND AND VOTE AT THE MEETING?

You may not attend the meeting and vote your shares in person at the meeting this year. In accordance with the requirements set forth in Article 27 of the Ordinance Nr. 3 of the Swiss Federal Council of June 19, 2020 "on Measures to Combat the Coronavirus (COVID-19)", you are required to exercise your rights at the Annual General Meeting this year exclusively through the Company's Independent Representative.

HOW CAN I DISCUSS COMPANY AFFAIRS WITH MANAGEMENT?

We value our shareholders' viewpoints and input. Since it is not possible for you to attend the meeting in person this year due to the COVID-19 pandemic, we are making alternative arrangements for you to discuss Company affairs with management. The Company will accept pertinent pre-submitted questions in advance of a Question & Answer webcast on Wednesday, September 8, 2021 at 16:00 (Central European Summer Time). Shareholders will be able to access the webcast from the Company's Investor Relations website at <http://ir.logitech.com>. If shareholders have pertinent follow-up questions in the week following the Question & Answer webcast, they may submit their questions to the Company, and the Company will post responses on its Investor Relations website at <http://ir.logitech.com>. In accordance with Swiss company law, the Company will respond to questions to the extent consistent with the preservation of Logitech's business secrets and other legitimate corporate interests and will not respond to questions with respect to financial outlook. The Company also reserves the right to disregard questions that are repetitive or excessively numerous, to group similar questions when providing responses, and to limit the length of the webcast.

Registered holders may submit questions to the Company in advance of the webcast by e-mailing the questions, together with proof identifying themselves as Logitech shareholders (for example, by providing the one-time code on the Response Coupon), to the Company's Investor Relations at logitechIR@logitech.com by Thursday, September 2, 2021.

Shareholders in the U.S. and Canada may submit questions in advance of the webcast by visiting www.proxyvote.com by Thursday, September 2, 2021. To log in to the site to submit questions, you will need your 16-digit voting control number printed in the box marked by the arrow on the Notice of Internet Availability of Proxy Materials that you received from us or included on your Proxy Card and follow the menus to submit questions.

Questions and Answers about The Logitech 2021 Annual General Meeting

Further Information for Registered Shareholders

HOW CAN I VOTE IF I CANNOT ATTEND THE MEETING?

Since you may not attend the meeting this year in person, you are required to exercise your rights at the Annual General Meeting exclusively through the Independent Representative, Etude Regina Wenger & Sarah Keiser-Wüger, who will represent you at the meeting. Please provide your voting instructions by marking the applicable boxes beside the agenda items on the Internet voting site for registered shareholders, gvmanager.ch/logitech for shareholders on the Swiss share register or www.proxyvote.com for shareholders on the U.S. share register, or on the Response Coupon or Proxy Card, as applicable.

SWISS SHARE REGISTER – INTERNET VOTING – Go to the Internet voting site gvmanager.ch/logitech and log in with your one-time code on the Response Coupon. Please use the menu item “Grant Procuration” and submit your instructions by clicking on the “Send” button. Your code is only valid once; it expires once you have submitted your voting or any other instructions and signed off the portal. As long as you remain signed in to the portal, you may change your voting instructions at your discretion.

SWISS SHARE REGISTER – RESPONSE COUPON – Please sign, date and promptly mail your completed Response Coupon to Etude Regina Wenger & Sarah Keiser-Wüger using the appropriate enclosed postage-paid envelope.

U.S. SHARE REGISTER – INTERNET VOTING – Go to the Internet voting site www.proxyvote.com and log in with your 16-digit voting control number printed in the box marked by the arrow on the Notice of Internet Availability of Proxy Materials that you received from us. Please submit your instructions by clicking on the “Submit” button.

U.S. SHARE REGISTER – PROXY CARD – Please sign, date and promptly mail your completed Proxy Card to Broadridge using the enclosed postage-paid envelope.

CAN I HAVE ANOTHER PERSON REPRESENT ME AT THE MEETING?

No. Due to the COVID-19 pandemic, you are required to exercise your rights at the Annual General Meeting this year exclusively through the Company's Independent Representative, in accordance with the requirements set forth in Article 27 of the Ordinance Nr. 3 of the Swiss Federal Council of June 19, 2020 “on Measures to Combat the Coronavirus (COVID-19)”.

Questions and Answers about The Logitech 2021 Annual General Meeting

CAN I SELL MY SHARES BEFORE THE MEETING IF I HAVE VOTED?

Logitech does not block the transfer of shares before the meeting. However, if you sell your Logitech shares before the meeting and Logitech's Share Registrar is notified of the sale, your votes with those shares will not be counted. Any person who purchases shares after the Share Register closes on Thursday, September 2, 2021 will not be able to register them until the day after the meeting and so will not be able to vote the shares at the meeting.

IF I VOTE BY PROXY, CAN I CHANGE MY VOTE AFTER I HAVE VOTED?

You may change your vote by Internet or by mail through September 2, 2021. For shareholders on the Swiss share register, you may revoke your vote by requesting a new one-time code and providing new voting instructions at gvmanager.ch/logitech, or by requesting and submitting a new Response Coupon from our Swiss Share Register at Devigus Shareholder Services (by telephone at +41-41-798-48-33 or by e-mail at logitech@devigus.com). For shareholders on the U.S. share register, you may revoke your vote by providing new voting instructions at www.proxyvote.com, if you voted by Internet, or by requesting and submitting a new Proxy Card.

SWISS SHARE REGISTER – INTERNET VOTING – After you receive the new one-time code, go to the Internet voting site gvmanager.ch/logitech and log in. Please use the menu item "Grant Procuration". Follow the directions on the site to complete and submit your new instructions until Thursday, September 2, 2021, 23:59 (Central European Summer Time).

SWISS SHARE REGISTER – RESPONSE COUPON – If you request a new Response Coupon and wish to vote again, you may complete the new Response Coupon and return it to us by September 2, 2021.

U.S. SHARE REGISTER – INTERNET VOTING – Go to the Internet voting site www.proxyvote.com and log in with your 16-digit voting control number printed in the box marked by the arrow on the Notice of Internet Availability of Proxy Materials that you received from us. Please follow the menus to submit your new instructions until Thursday, September 2, 2021, 11:59 p.m. (U.S. Eastern Daylight Time).

U.S. SHARE REGISTER – PROXY CARD – If you request a new Proxy Card and wish to vote again, you may complete the new Proxy Card and return it to Broadridge by September 2, 2021.

IF I VOTE BY PROXY, WHAT HAPPENS IF I DO NOT GIVE SPECIFIC VOTING INSTRUCTIONS?

SWISS SHARE REGISTER – INTERNET VOTING – If you are a registered shareholder and vote using the Internet voting site, you have to give specific voting instructions for all agenda items before you can submit your instructions.

SWISS SHARE REGISTER – RESPONSE COUPON – If you are a registered shareholder and sign and return a Response Coupon without giving specific voting instructions for some or all agenda items, you thereby give instructions to the Independent Representative to vote your shares in accordance with the recommendations of the Board of Directors for such agenda items as well as for new and amended proposals that could be formulated during the course of the meeting.

U.S. SHARE REGISTER – INTERNET VOTING – If you are a registered shareholder and vote using the Internet voting site without giving specific voting instructions for some or all agenda items, you thereby give instructions to the Independent Representative to vote your shares in accordance with the recommendations of the Board of Directors for such agenda items as well as for new and amended proposals that could be formulated during the course of the meeting.

U.S. SHARE REGISTER – PROXY CARD – If you are a registered shareholder and sign and return a Proxy Card without giving specific voting instructions for some or all agenda items, you thereby give instructions to the Independent Representative to vote your shares in accordance with the recommendations of the Board of Directors for such agenda items as well as for new and amended proposals that could be formulated during the course of the meeting.

WHO CAN I CONTACT IF I HAVE QUESTIONS?

If you have any questions or need assistance in voting your shares, please call us at +1-510-713-4220 or e-mail us at logitechIR@logitech.com.

Questions and Answers about The Logitech 2021 Annual General Meeting

Further Information for U.S. or Canadian “Street Name” Beneficial Owners

WHY DID I RECEIVE A ONE-PAGE NOTICE IN THE MAIL REGARDING THE INTERNET AVAILABILITY OF PROXY MATERIALS INSTEAD OF A FULL SET OF PROXY MATERIALS?	We have provided access to our proxy materials over the Internet to beneficial owners holding their shares in “street name” through a U.S. or Canadian broker, trustee or nominee. Accordingly, such brokers, trustees or nominees are forwarding a Notice of Internet Availability of Proxy Materials (the “Notice”) to such beneficial owners. All such shareholders will have the ability to access the proxy materials on a website referred to in the Notice or request to receive a printed set of the proxy materials. Instructions on how to access the proxy materials over the Internet or to request a printed copy may be found on the Notice. In addition, beneficial owners holding their shares in street name through a U.S. or Canadian broker, trustee or nominee may request to receive proxy materials in printed form by mail or electronically by email on an ongoing basis.
HOW CAN I GET ELECTRONIC ACCESS TO THE PROXY MATERIALS?	The Notice will provide you with instructions regarding how to: • View our proxy materials for the meeting on the Internet; and • Instruct us to send our future proxy materials to you electronically by email. Choosing to receive your future proxy materials by email will save us the cost of printing and mailing documents to you and will reduce the impact of our annual shareholders’ meetings on the environment. If you choose to receive future proxy materials by email, you will receive an email next year with instructions containing a link to those materials and a link to the proxy voting site. Your election to receive proxy materials by email will remain in effect until you terminate it.
WHO MAY PROVIDE VOTING INSTRUCTIONS FOR THE MEETING?	For purposes of U.S. or Canadian beneficial shareholder voting, shareholders holding shares through a U.S. or Canadian broker, trustee or nominee organization on July 12, 2021 may direct the organization on how to vote. Logitech has made arrangements with a service company to U.S. and Canadian brokers, trustees and nominee organizations for that service company to provide a reconciliation of share positions of U.S. and Canadian “street name” beneficial owners between July 12, 2021 and August 27, 2021, which Logitech determined is the last practicable date before the meeting for such a reconciliation. These arrangements are intended to result in the following adjustments: If a U.S. or Canadian “street name” beneficial owner as of July 12, 2021 votes but subsequently sells their shares before August 27, 2021, their votes will be cancelled. A U.S. or Canadian “street name” beneficial owner as of July 12, 2021 that has voted and subsequently increases or decreases their shareholdings but remains a beneficial owner as of August 27, 2021 will have their votes increased or decreased to reflect their shareholdings as of August 27, 2021. If you acquire Logitech shares in “street name” after July 12, 2021 through a U.S. or Canadian broker, trustee or nominee, and wish to vote at the meeting by providing voting instructions to the Independent Proxy, you must become a registered shareholder. You may become a registered shareholder by contacting your broker, trustee or nominee, and following their registration instructions. In order to allow adequate time for registration, for proxy materials to be sent or made available to you, and for your voting instructions to be returned to us before the meeting, please begin the registration process as far before September 2, 2021 as possible.

Questions and Answers about The Logitech 2021 Annual General Meeting

IF I AM A U.S. OR CANADIAN “STREET NAME” BENEFICIAL OWNER, HOW DO I VOTE?	You are required to exercise your rights at the Annual General Meeting this year exclusively through the Company's Independent Representative. You may vote by proxy over the Internet, by mail or by telephone by following the instructions provided in the Notice or on the Proxy Card.
WHAT HAPPENS IF I DO NOT GIVE SPECIFIC VOTING INSTRUCTIONS?	If you are a beneficial owner of shares held in “street name” in the United States or Canada and do not provide your broker, trustee or nominee with specific voting instructions, then under the rules of various national and regional securities exchanges, your broker, trustee or nominee may generally vote on routine matters but cannot vote on non-routine matters. If the organization that holds your shares does not receive instructions from you on how to vote your shares on a non-routine matter, your shares will not be voted on such matter and will not be considered votes cast on the applicable Proposal. We encourage you to provide voting instructions to the organization that holds your shares by carefully following the instructions provided in the Notice. We believe the following Proposals will be considered non-routine: Proposal 2 (Advisory vote to approve executive compensation), Proposal 3 (Appropriation of retained earnings and declaration of dividend), Proposal 4 (Release of the Board of Directors and Executive Officers from liability for activities during fiscal year 2021), Proposal 5 (Elections to the Board of Directors), Proposal 6 (Election of the Chairperson), Proposal 7 (Elections to the Compensation Committee), Proposal 8 (Approval of Compensation for the Board of Directors for the 2021 to 2022 Board Year), Proposal 9 (Approval of Compensation for the Group Management Team for fiscal year 2023), Proposal 11 (Re-election of the Independent Representative). All other Proposals involve matters that we believe will be considered routine. Any “broker non-votes” on any Proposals will not be considered votes cast on the Proposal.
WHAT IS THE DEADLINE FOR DELIVERING MY VOTING INSTRUCTIONS?	If you hold your shares through a U.S. or Canadian bank or brokerage or other custodian, you have until 11:59 pm (U.S. Eastern Daylight Time) on Thursday, September 2, 2021 to deliver your voting instructions.
CAN I CHANGE MY VOTE AFTER I HAVE VOTED?	You may revoke your proxy and change your vote at any time before the final vote at the meeting. You may vote again on a later date on the Internet or by telephone (only your latest Internet or telephone proxy submitted prior to the meeting will be counted), or by signing and returning a new proxy card with a later date.

Questions and Answers about The Logitech 2021 Annual General Meeting

HOW DO I OBTAIN A SEPARATE SET OF PROXY MATERIALS OR REQUEST A SINGLE SET FOR MY HOUSEHOLD IN THE UNITED STATES?

We have adopted a procedure approved by the SEC called “householding” for shareholders in the United States. Under this procedure, shareholders who have the same address and last name and do not participate in electronic delivery of proxy materials will receive only one copy of our proxy statement and annual report unless one or more of these shareholders notifies us that they wish to continue receiving individual copies. This procedure reduces our printing costs and postage fees. Each U.S. shareholder who participates in householding will continue to be able to access or receive a separate Proxy Card.

If you wish to receive a separate proxy statement and annual report at this time, please request the additional copy by contacting our mailing agent, Broadridge, by telephone at +1-866-540-7095 or by e-mail at sendmaterial@proxyvote.com. If any shareholders in your household wish to receive a separate proxy statement and annual report in the future, they may call our investor relations group at +1-510-713-4220 or write to Investor Relations, 7700 Gateway Boulevard, Newark, California 94560. They may also send an email to our investor relations group at logitechIR@logitech.com. Other shareholders who have multiple accounts in their names or who share an address with other stockholders can authorize us to discontinue mailings of multiple proxy statements and annual reports by calling or writing to our investor relations group.

Further Information for Shareholders with Shares Registered Through a Bank or Brokerage as Custodian (Outside the U.S. or Canada)

HOW DO I VOTE BY PROXY IF MY SHARES ARE REGISTERED THROUGH MY BANK OR BROKERAGE AS CUSTODIAN?

Your broker, trustee or nominee should have enclosed or provided voting instructions for you to use in directing the broker, trustee or nominee how to vote your shares. If you did not receive such instructions you must contact your bank or brokerage for their voting instructions.

WHAT IS THE DEADLINE FOR DELIVERING MY VOTING INSTRUCTIONS IF MY LOGITECH SHARES ARE REGISTERED THROUGH MY BANK OR BROKERAGE AS CUSTODIAN?

Banks and brokerages typically set deadlines for receiving instructions from their account holders. Outside of the U.S. and Canada, this deadline is typically two to three days before the deadline of the company holding the general meeting. This is so that the custodians can collect the voting instructions and pass them on to the company holding the meeting. If you hold Logitech shares through a bank or brokerage outside the U.S. or Canada, please check with your bank or brokerage for their specific voting deadline and submit your voting instructions to them as far before that deadline as possible.

Questions and Answers about The Logitech 2021 Annual General Meeting

Other Meeting Information

Meeting Proposals

There are no other matters that the Board intends to present, or has reason to believe others will present, at the Annual General Meeting.

If you are a registered shareholder:

SWISS SHARE REGISTER	INTERNET VOTING – If you are a registered shareholder and vote using the Internet voting site, you have to give specific voting instructions to all agenda items before you can submit your instructions. RESPONSE COUPON – If you are a registered shareholder and sign and return a Response Coupon without giving specific voting instructions for some or all agenda items, you thereby give instructions to the Independent Representative to vote your shares in accordance with the recommendations of the Board of Directors for such agenda items as well as for new and amended proposals that could be formulated during the course of the meeting.
U.S. SHARE REGISTER	INTERNET VOTING – If you are a registered shareholder and vote using the Internet voting site without giving specific voting instructions for some or all agenda items, you thereby give instructions to the Independent Representative to vote your shares in accordance with the recommendations of the Board of Directors for such agenda items as well as for new and amended proposals that could be formulated during the course of the meeting. PROXY CARD – If you are a registered shareholder and sign and return a Proxy Card without giving specific voting instructions for some or all agenda items, you thereby give instructions to the Independent Representative to vote your shares in accordance with the recommendations of the Board of Directors for such agenda items as well as for new and amended proposals that could be formulated during the course of the meeting.

If you are a beneficial owner of shares held in “street name” in the United States or Canada, if other matters are properly presented for voting at the meeting and you have provided discretionary voting instructions on a voting instruction card or through the Internet or other permitted voting mechanisms or have not provided voting instructions, your shares will be voted in accordance with the recommendations of the Board of Directors at the meeting on such matters.

Proxy Solicitation

Certain of our directors, officers and other employees, without additional compensation, may contact shareholders personally or in writing, by telephone, e-mail or otherwise in connection with the proposals to be made at the meeting. In the United States, we are required to request that brokers and nominees who hold shares in their names furnish our proxy material to the beneficial owners of the shares, and we must reimburse such brokers and nominees for the expenses of doing so in accordance with certain U.S. statutory fee schedules.

We have also engaged Morrow Sodali, Mainzer Landstraße 50, 60325 Frankfurt, Germany, to assist in contacting shareholders in connection with the meeting and will pay Morrow Sodali a fee of approximately \$10,000, plus reimbursement of out-of-pocket expenses.

Questions and Answers about The Logitech 2021 Annual General Meeting

Tabulation of Votes

As is typical for Swiss companies, our Share Registrar will tabulate the voting instructions of registered shareholders that are provided in advance of the meeting.

Shareholder Proposals and Nominees

Shareholder Proposals for 2021 Annual General Meeting

Under our Articles of Incorporation, one or more registered shareholders who together represent shares representing at least the lesser of (i) one percent of our issued share capital or (ii) an aggregate par value of one million Swiss francs may demand that an item be placed on the agenda of a meeting of shareholders. Any such proposal must be included by the Board in our materials for the meeting. A request to place an item on the meeting agenda must be in writing and describe the proposal. With respect to the 2021 Annual General Meeting, the deadline to receive proposals for the agenda was July 9, 2021. In addition, under Swiss law registered shareholders, or persons holding a valid proxy from a registered shareholder, may propose alternatives to items on the 2021 Annual General Meeting agenda before the meeting.

Shareholder Proposals for 2022 Annual General Meeting

We anticipate holding our 2022 Annual General Meeting on or about September 14, 2022. One or more registered shareholders who satisfy the minimum shareholding requirements in the Company's Articles of Incorporation may demand that an item be placed on the agenda for our 2022 Annual General Meeting of shareholders by delivering a written request describing the proposal to the Secretary of Logitech at our principal executive office in either Switzerland or the United States no later than July 15, 2022. In addition, if you are a registered shareholder and satisfy the shareholding requirements under Rule 14a-8 of the U.S. Securities Exchange Act of 1934 (the "Exchange Act"), you may submit a proposal for consideration by the Board of Directors for inclusion in the 2022 Annual General Meeting agenda by delivering a request and a description of the proposal to the Secretary of Logitech at our principal executive office in either Switzerland or the United States no later than March 25, 2022. The proposal will need to comply with Rule 14a-8 of the Exchange Act, which lists the requirements for the inclusion of shareholder proposals in company-sponsored proxy materials under U.S. securities laws. Under the Company's Articles of Incorporation only registered shareholders are recognized as Logitech shareholders. As a result, if you are not a registered shareholder you may not make proposals for the 2022 Annual General Meeting.

Nominations of Director Candidates

Nominations of director candidates by registered shareholders must follow the rules for shareholder proposals above.

Provisions of Articles of Incorporation

The relevant provisions of our Articles of Incorporation regarding the right of one or more registered shareholders who together represent shares representing at least the lesser of (i) one percent of our issued share capital or (ii) an aggregate par value of one million Swiss francs to demand that an item be placed on the agenda of a meeting of shareholders are available on our website at <http://ir.logitech.com>. You may also contact the Secretary of Logitech at our principal executive office in either Switzerland or the United States to request a copy of the relevant provisions of our Articles of Incorporation.

Agenda Proposals and Explanations

Proposal 1

Approval of the Annual Report, the Consolidated Financial Statements and the Statutory Financial Statements of Logitech International S.A. for Fiscal Year 2021

Proposal

The Board of Directors proposes that the Annual Report, the consolidated financial statements and the statutory financial statements of Logitech International S.A. for fiscal year 2021 be approved.

Explanation

The Logitech consolidated financial statements and the statutory financial statements of Logitech International S.A. for fiscal year 2021 are contained in Logitech's Annual Report, which was made available to all registered shareholders on or before the date of this Invitation and Proxy Statement. The Annual Report also contains the reports of Logitech's auditors on the consolidated financial statements and on the statutory financial statements, Logitech's Remuneration Report prepared in compliance with the Swiss Ordinance Against Excessive Compensation by Public Corporations (the so-called "Minder Ordinance") as well as the report of the statutory auditors on the Remuneration Report, additional information on the Company's business, organization and strategy, and information relating to corporate governance as required by the SIX Swiss Exchange directive on corporate governance. Copies of the Annual Report are available on the Internet at <http://ir.logitech.com>.

Under Swiss law, the annual report and financial statements of Swiss companies must be submitted to shareholders for approval or disapproval at each annual general meeting. In the event of a negative vote on this proposal by shareholders, the Board of Directors will call an extraordinary general meeting of shareholders for reconsideration of this proposal by shareholders.

Approval of this proposal does not constitute approval or disapproval of any of the individual matters referred to in the Annual Report or the consolidated or statutory financial statements for fiscal year 2021.

KPMG AG, as Logitech auditors, issued an unqualified recommendation to the Annual General Meeting that the consolidated and statutory financial statements of Logitech International S.A. be approved. KPMG AG expressed their opinion that the consolidated financial statements for the year ended March 31, 2021 present fairly, in all material respects, the financial position, the results of operations and the cash flows in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP) and comply with Swiss law. They further expressed their opinion and confirmed that the statutory financial statements and the proposed appropriation of available earnings comply with Swiss law and the Articles of Incorporation of Logitech International S.A. and the Remuneration Report contains the information required by Swiss law.

Voting Requirement to Approve Proposal

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote "**FOR**" approval of the Annual Report, the consolidated financial statements and the statutory financial statements of Logitech International S.A. for fiscal year 2021.

Agenda Proposals and Explanations

Proposal 2

Advisory Vote to Approve Executive Compensation

Proposal

The Board of Directors proposes that shareholders approve, on an advisory basis, the compensation of Logitech's named executive officers disclosed in Logitech's Compensation Report for Fiscal Year 2021.

Explanation

Since 2009, the Logitech Board of Directors has asked shareholders each year to approve Logitech's compensation philosophy, policies and practices, as set out in the "Compensation Discussion and Analysis" section of the Compensation Report, in a proposal commonly known as a "say-on-pay" proposal. Beginning with the 2011 Annual General Meeting, a say-on-pay advisory vote was required for all public companies, including Logitech, that are subject to the applicable U.S. proxy statement rules. Shareholders have been supportive of our compensation philosophy, policies and practices in each of those years.

At the 2017 Annual General Meeting, shareholders approved a proposal to take the say-on-pay vote annually. Accordingly, the Board of Directors is asking shareholders to approve, on an advisory basis, the compensation of Logitech's named executive officers disclosed in the Compensation Report, including the "Compensation Discussion and Analysis," the Summary Compensation table and the related compensation tables, notes, and narrative. This vote is not intended to address any specific items of compensation or any specific named executive officer, but rather the overall compensation of our named executive officers and the philosophy, policies and practices described in the Compensation Report.

This say-on-pay vote is advisory and therefore is not binding. It is carried out as a best practice and to comply with applicable U.S. proxy statement rules, and is consequently independent from, and comes in addition to, the binding vote on the Approval of Compensation of the Board of Directors for the 2021 to 2022 Board Year contemplated in Proposal 8 below and the binding vote on the Approval of Compensation for the Group Management Team for fiscal year 2023 contemplated in Proposal 9 below. However, the say-on-pay vote will provide information to us regarding shareholder views about our executive compensation philosophy, policies and practices, which the Compensation Committee of the Board will be able to consider when determining future executive compensation. The Committee will seek to determine the causes of any significant negative voting result.

As discussed in the Compensation Discussion and Analysis section of Logitech's Compensation Report for Fiscal Year 2021, Logitech has designed its compensation programs to:

- provide compensation sufficient to attract and retain the level of talent needed to create and manage an innovative, high-growth, global company in highly competitive and rapidly evolving markets;
- support a performance-oriented culture;
- maintain a balance between fixed and variable compensation and place a significant portion of total compensation at risk based on Logitech's performance, while maintaining controls over inappropriate risk-taking by factoring in both annual and long-term performance;
- provide a balance between short-term and long-term objectives and results;
- align executive compensation with shareholders' interests by tying a significant portion of compensation to increasing share value; and
- reflect an executive's role and past performance through base salary and short-term cash incentives, and his or her potential for future contribution through long-term equity incentive awards.

Agenda Proposals and Explanations

While compensation is a central part of attracting, retaining and motivating the best executives and employees, we believe it is not the sole or exclusive reason why exceptional executives or employees choose to join and stay at Logitech, or why they work hard to achieve results for shareholders. In this regard, both the Compensation Committee and management believe that providing a working environment and opportunities in which executives and employees can develop, express their individual potential, and make a difference, are also a key part of Logitech's success in attracting, motivating and retaining executives and employees.

The Compensation Committee of the Board has developed a compensation program that is described more fully in the Compensation Report included in this Invitation and Proxy Statement. Logitech's compensation philosophy, compensation program risks and design, and compensation paid during fiscal year 2021 are also set out in the Compensation Report for Fiscal Year 2021.

Voting Requirement to Approve Proposal

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote "**FOR**" approval of the following advisory resolution:

"Resolved, that the compensation paid to Logitech's named executive officers as disclosed in the Compensation Report for Fiscal Year 2021, including the "Compensation Discussion and Analysis," the "Summary Compensation Table for Fiscal Year 2021" and the related compensation tables, notes, and narrative discussion, is hereby approved."

Agenda Proposals and Explanations

Proposal 3

Appropriation of Retained Earnings and Declaration of Dividend

Proposal

The Board of Directors proposes that CHF 1,193,523,228 (approximately USD 1,264,857,868 based on the exchange rate on March 31, 2021) of retained earnings be appropriated as follows:

	Year ended March 31, 2021	
Retained earnings available at the end of fiscal year 2021	CHF	1,193,523,228
Proposed dividends	CHF	(147,000,000)
Balance of retained earnings to be carried forward	CHF	1,046,523,228

The Board of Directors approved and proposes distribution of a gross aggregate dividend of CHF 147,000,000 (approximately USD 155,785,914 based on the exchange rate on March 31, 2021), or approximately CHF 0.8734 per share (approximately USD 0.9256 per share).*

No distribution shall be made on shares held in treasury by the Company and its subsidiaries.

If the proposal of the Board of Directors is approved, the dividend payment of approximately CHF 0.8734 per share (or approximately CHF 0.5677 per share after deduction of 35% Swiss withholding tax whenever required) will be made on or about September 22, 2021 to all shareholders on record as of the record date (which will be on or about September 21, 2021). We expect that the shares will be traded ex-dividend as of approximately September 20, 2021. For payments made in U.S. dollars, we expect to use the currency exchange rate as of the date of the meeting, September 8, 2021.

Explanation

Under Swiss law, the use of retained earnings must be submitted to shareholders for approval or disapproval at each annual general meeting. The retained earnings at the disposal of Logitech shareholders at the 2021 Annual General Meeting are the earnings of Logitech International S.A., the Logitech parent holding company.

The proposal of the Board of Directors to distribute a gross dividend of approximately CHF 0.8734 per share represents an increase of approximately 10% over the prior year, following another year of strong cash flow from operations, and is an indication of the Board of Directors' confidence in the future of the Company. Since fiscal year 2013, the Board of Directors decided on a recurring annual gross dividend and not on an occasional one. As a consequence, the Company expects to propose such a dividend to the shareholders of the Company every year (subject to the approval of the Company's statutory auditors in the applicable year).

Other than the distribution of the dividend, the Board of Directors proposes the carry-forward of retained earnings based on the Board's belief that it is in the best interests of Logitech and its shareholders to retain Logitech's earnings for future investment in the growth of Logitech's business, for share repurchases, and for the possible acquisition of other companies or lines of business.

Voting Requirement to Approve Proposal

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote "FOR" approval of the proposed appropriation of retained earnings with respect to fiscal year 2021, including the payment of a dividend to shareholders in an aggregate amount of CHF 147,000,000.

* The per share approximations are based on 168,307,897 shares outstanding, net of treasury shares, as of March 31, 2021. Distribution-bearing shares are all shares issued except for treasury shares held by Logitech International S.A. on the day preceding the payment of the distribution.

Agenda Proposals and Explanations

Proposal 4

Release of the Board of Directors and Executive Officers from Liability for Activities during Fiscal Year 2021

Proposal

The Board of Directors proposes that shareholders release the members of the Board of Directors and Executive Officers from liability for activities during fiscal year 2021.

Explanation

As is customary for Swiss corporations and in accordance with Article 698, subsection 2, item 5 of the Swiss Code of Obligations, shareholders are requested to release the members of the Board of Directors and the Executive Officers from liability for their activities during fiscal year 2021 that have been disclosed to shareholders. This release from liability exempts members of the Board of Directors or Executive Officers from liability claims brought by the Company or its shareholders on behalf of the Company against any of them for activities carried out during fiscal year 2021 relating to facts that have been disclosed to shareholders. Shareholders that do not vote in favor of the proposal, or acquire their shares after the vote without knowledge of the approval of this resolution, are not bound by the result for a period ending six months after the vote.

Voting Requirement to Approve Proposal

The affirmative “FOR” vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions and not counting the votes of any member of the Board of Directors or of any Logitech executive officers.

Recommendation

The Board of Directors recommends a vote “**FOR**” the proposal to release the members of the Board of Directors and Executive Officers from liability for activities during fiscal year 2021.

Agenda Proposals and Explanations

Proposal 5

Elections to the Board of Directors

Our Board of Directors is presently composed of twelve members. Each director was elected for a one-year term ending at the closing of the 2021 Annual General Meeting.

At the recommendation of the Nominating and Governance Committee, the Board has nominated the eleven individuals below to serve as directors for a one-year term, beginning in each case as of the Annual General Meeting on September 8, 2021. All eleven of the nominees currently serve as members of the Board of Directors. Their current terms expire upon the closing of the Annual General Meeting on September 8, 2021. Mr. Didier Hirsch, having served the Company as a member of the Board for nine years and having reached the age limit of 70 years under our Organizational Regulations prior to the 2021 Annual General Meeting, is not standing for re-election.

The term of office ends at the closing of the next Annual General Meeting. There will be a separate vote on each nominee.

Under Swiss law, Board members may only be appointed by shareholders. If the individuals below are elected, the Board will be composed of eleven members. The Board has no reason to believe that any of our nominees will be unwilling or unable to serve if elected as a director.

For further information on the Board of Directors, including the current members of the Board, the Committees of the Board, the means by which the Board exercises supervision of Logitech's executive officers, and other information, please see "Corporate Governance and Board of Directors Matters" below.

5.A Re-election of Dr. Patrick Aebischer

Proposal: The Board of Directors proposes that Dr. Patrick Aebischer be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Dr. Aebischer, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 26.

5.B Re-election of Ms. Wendy Becker

Proposal: The Board of Directors proposes that Ms. Wendy Becker be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Ms. Becker, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 26.

5.C Re-election of Dr. Edouard Bugnion

Proposal: The Board of Directors proposes that Dr. Edouard Bugnion be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Dr. Bugnion, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 27.

5.D Re-election of Mr. Riet Cadonau

Proposal: The Board of Directors proposes that Mr. Riet Cadonau be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Mr. Cadonau, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 27.

Agenda Proposals and Explanations

5.E Re-election of Mr. Bracken Darrell

Proposal: The Board of Directors proposes that the Company's President and Chief Executive Officer, Mr. Bracken Darrell, be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Mr. Darrell, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 28.

5.F Re-election of Mr. Guy Gecht

Proposal: The Board of Directors proposes that Mr. Guy Gecht be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Mr. Gecht, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 28.

5.G Re-election of Dr. Neil Hunt

Proposal: The Board of Directors proposes that Dr. Neil Hunt be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Dr. Hunt, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 29.

5.H Re-election of Ms. Marjorie Lao

Proposal: The Board of Directors proposes that Ms. Marjorie Lao be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Ms. Lao, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 30.

5.I Re-election of Ms. Neela Montgomery

Proposal: The Board of Directors proposes that Ms. Neela Montgomery be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Ms. Montgomery, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 30.

5.J Re-election of Mr. Michael Polk

Proposal: The Board of Directors proposes that Mr. Michael Polk be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Mr. Polk, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 31.

5.K Re-election of Ms. Deborah Thomas

Proposal: The Board of Directors proposes that Ms. Deborah Thomas be re-elected to the Board for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Ms. Thomas, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 31.

Voting Requirement to Approve Proposals

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote "FOR" the election to the Board of each of the above nominees.

Agenda Proposals and Explanations

Proposal 6

Election of the Chairperson of the Board

Pursuant to the so-called "Minder Ordinance", Swiss law requires that the Chairperson of the Board of Directors be elected on the occasion of each Annual General Meeting for a one-year term ending at the closing of the following Annual General Meeting. In line with current corporate governance best practices, the Board of Directors has selected Ms. Wendy Becker as its nominee to continue to lead the Board of Directors as an independent Chairperson. Ms. Becker has been the Chairperson since 2019, is a non-executive member of the Board of Directors since September 2017, and is the current Chairperson of the Company's Nominating and Governance Committee. As noted in her biographical information and qualifications in "Corporate Governance and Board of Directors Matters - Members of the Board of Directors" on page 26, Ms. Becker has extensive senior leadership experience as well as broad and diverse experience with boards of directors and trustee positions.

Proposal

The Board of Directors proposes that Ms. Wendy Becker be re-elected as Chairperson of the Board of Directors for a one-year term ending at the closing of the 2022 Annual General Meeting.

Voting Requirement to Approve Proposal

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote "**FOR**" the re-election of Ms. Wendy Becker as Chairperson of the Board of Directors.

Proposal 7

Elections to the Compensation Committee

Our Compensation Committee is presently composed of four members, all of whom are standing for re-election to the Board of Directors and to the Compensation Committee. Following the amendment to the Swiss corporate law on January 1, 2014, the members of the Compensation Committee are to be elected annually and individually by the shareholders. Only members of the Board of Directors can be elected as members of the Compensation Committee.

At the recommendation of the Nominating and Governance Committee, the Board of Directors has nominated the five individuals below to serve as members of the Compensation Committee for a term of one year. Four of the nominees currently serve as members of the Compensation Committee and, as required by our Compensation Committee charter, all of the nominees are independent in accordance with the requirements of the listing standards of the Nasdaq Stock Market, the outside director definition of Section 162(m) of the U.S. Internal Revenue Code of 1986, as amended, the definition of a "non-employee director" for purposes of Rule 16b-3 promulgated by the U.S. Securities and Exchange Commission, and Rule 10C-1(b)(1) of the U.S. Securities Exchange Act of 1934, as amended.

The term of office ends at the closing of the next Annual General Meeting. There will be a separate vote on each nominee.

7.A Re-election of Dr. Edouard Bugnion

Proposal: The Board of Directors proposes that Dr. Edouard Bugnion be re-elected to the Compensation Committee for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Dr. Bugnion, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 27.

7.B Re-election of Mr. Riet Cadonau

Proposal: The Board of Directors proposes that Mr. Riet Cadonau be re-elected to the Compensation Committee for the a one-year term ending a the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Mr. Cadonau, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 27.

7.C Re-election of Dr. Neil Hunt

Proposal: The Board of Directors proposes that Dr. Neil Hunt be re-elected to the Compensation Committee for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Dr. Hunt, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors" on page 29.

7.D Re-election of Mr. Michael Polk

Proposal: The Board of Directors proposes that Mr. Michael Polk be re-elected to the Compensation Committee for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Mr. Polk, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors", on page 31.

7.E Election of Ms. Neela Montgomery

Proposal: The Board of Directors proposes that Ms. Neela Montgomery be elected to the Compensation Committee for a one-year term ending at the closing of the 2022 Annual General Meeting.

For biographical information and qualifications of Ms. Montgomery, please refer to "Corporate Governance and Board of Directors Matters – Members of the Board of Directors", on page 30.

Voting Requirement to Approve Proposals

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

Our Board of Directors recommends a vote "FOR" the election to the Compensation Committee of each of the above nominees.

Agenda Proposals and Explanations

Proposal 8

Approval of Compensation for the Board of Directors for the 2021 to 2022 Board Year

Proposal

The Board of Directors proposes that the shareholders approve a maximum aggregate amount of the compensation of the Board of Directors of CHF 3,400,000 for the term of office from the 2021 Annual General Meeting until the 2022 Annual General Meeting (the “2021 – 2022 Board Year”).

Explanation

Pursuant to the so-called “Minder Ordinance”, the compensation of the Board of Directors must be subject each year to a binding shareholder vote, in the manner contemplated by Logitech’s Articles of Incorporation. Article 19 quarter, paragraph 1(a) of Logitech’s Articles of Incorporation allows shareholders to approve the maximum aggregate amount of the compensation of the Board of Directors for the period up to the next Annual General Meeting.

Under the Company’s Articles of Incorporation, the compensation of the members of the Board of Directors who do not have management responsibilities consists of cash payments and shares or share equivalents. The value of cash compensation and shares or share equivalents corresponds to a fixed amount, which reflects the functions and responsibilities assumed. The value of shares or share equivalents is calculated at market value at the time of grant.

The proposed maximum amount of CHF 3,400,000 has been determined based on ten non-executive members of the Board of Directors and on the following non-binding assumptions:

With respect to the ten non-executive members of the Board of Directors:

- Cash payments of a maximum of CHF 1,050,000. Cash payments for non-executive members of the Board of Directors include annual retainers for Board and committee service and an annual retainer for a non-executive Chairperson.
- Share or share equivalent awards of a maximum of CHF 2,000,000. The value of share or share equivalent awards corresponds to a fixed amount and the number of shares granted will be calculated at market value at the time of their grant.
- Other payments, including accrual of the Company’s estimated contributions to social security, of a maximum of CHF 350,000.

In his capacity as a member of the Group Management Team, Mr. Bracken Darrell is not entitled to compensation for his services on the Company’s Board of Directors.

Shareholders are approving the maximum aggregate amount of compensation set forth in the proposal. The assumptions set forth in this explanation are based on the Company’s current expectations about future compensation plans and decisions. The Company may redesign its compensation plans or make alternative compensation decisions within the maximum aggregate amount of compensation approved by shareholders. The actual compensation awarded to the members of the Board of Directors for the 2021 - 2022 Board Year will be disclosed in the Compensation Report in the Invitation and Proxy Statement for the 2023 Annual General Meeting.

In the event of a negative vote on this proposal by shareholders, the Board of Directors will submit an alternative proposal to the same or a subsequent general meeting.

Voting Requirement to Approve Proposal

The affirmative “FOR” vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote “**FOR**” the approval of the maximum aggregate amount of the compensation of the members of the Board of Directors of CHF 3,400,000 for the term of office from the 2021 Annual General Meeting until the 2022 Annual General Meeting.

Agenda Proposals and Explanations

Proposal 9

Approval of Compensation for the Group Management Team for Fiscal Year 2023

Proposal

The Board of Directors proposes that the shareholders approve a maximum aggregate amount of the compensation of the Group Management Team of USD 24,900,000 for fiscal year 2023.

Explanation

Pursuant to the so-called “Minder Ordinance”, the compensation of the Company’s Group Management Team must be subject each year to a binding shareholder vote, in the manner contemplated by Logitech’s Articles of Incorporation. Article 19 quarter, paragraph 1(b) of Logitech’s Articles of Incorporation allows shareholders to approve the maximum aggregate amount of the compensation of the Group Management Team for the next fiscal year. As the 2021 Annual General Meeting takes place in the middle of Logitech’s fiscal year 2022, the applicable next fiscal year is fiscal year 2023. This required, binding vote on the compensation of the Group Management Team is independent from, and comes in addition to, the non-binding, advisory say-on-pay vote contemplated in Proposal 2.

Logitech’s Group Management Team currently consists of Mr. Bracken Darrell, President and Chief Executive Officer, Mr. Nate Olmstead, Chief Financial Officer, Mr. Prakash Arunkundrum, Head of Global Operations and Sustainability, and Ms. Samantha Harnett, General Counsel.

Logitech’s compensation philosophy, compensation program risks and design, and compensation paid during fiscal year 2021 are set forth in the Compensation Report.

The proposed maximum amount of USD 24,900,000 has been determined based on the following non-binding assumptions for Logitech’s Group Management Team as an aggregate group:

- The Group Management Team will include four members.
- Gross base salaries of a maximum of USD 2,650,000.
- Performance-based cash compensation of a maximum of USD 5,150,000. Performance-based cash compensation in the form of incentive cash payments may be earned under the Logitech Management Performance Bonus Plan (the “Bonus Plan”) or other cash bonuses approved by the Compensation Committee. Payout under the Bonus Plan is variable, and is based on the achievement of the Company’s, individual executives’ or other performance goals, and for fiscal year 2023 is expected to continue to range from 0% to 200% of the executive’s target incentive. The maximum amount of the performance-based bonus for fiscal year 2023 assumes a maximum achievement of all performance goals.
- Equity incentive awards of a maximum of USD 16,200,000. Long-term equity incentive awards are generally granted in the form of performance-based restricted stock units, or PSUs. Beginning in fiscal year 2021, we shifted our CEO’s equity compensation to 100% PSUs and in fiscal year 2023 the remaining executive officers will receive 100% of their equity compensation in the form of PSUs and will no longer receive any time-based restricted stock units. In order to align with the methodology used in the Compensation Report, where the value of PSUs is disclosed based on estimated fair value at the time of grant, the fair value at grant has been considered to calculate the maximum amount of the long-term equity awards. The target number of PSU awards granted to our Group Management Team in fiscal year 2023 will be determined at the beginning of the three-year performance period and the number of shares that will vest at the end of the three-year performance period is expected to continue to range from 0% to 200% of the executive’s target number of shares depending on our corporate performance.

Agenda Proposals and Explanations

- Other compensation of a maximum of USD 900,000. Other compensation may include tax preparation services and related expenses, 401(k) savings plan matching contributions, premiums for group term life insurance and long-term disability insurance, employer's contribution to medical premiums, relocation or extended business travel-related expenses, defined benefit pension plan employment contributions, accrual of estimated employer's contribution to social security and Medicare, and other awards. The Company generally does not provide all of these components of other compensation to all executives each year, but the proposed maximum amount of compensation has been formulated to provide flexibility to cover these compensation components as applicable.

Shareholders are approving the maximum aggregate amount of compensation set forth in the proposal. The assumptions set forth in this explanation are based on the Company's current expectations about future compensation plans and decisions. The Company may redesign its compensation plans or make alternative compensation decisions within the maximum aggregate amount of compensation approved by shareholders. The actual compensation awarded to the members of the Group Management Team for fiscal year 2023 will be disclosed in the Compensation Report in the Invitation and Proxy Statement for the 2023 Annual General Meeting.

In the event of a negative vote on this proposal by shareholders, the Board of Directors will submit an alternative proposal to the same or a subsequent general meeting.

Voting Requirement to Approve Proposal

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

The Board of Directors recommends a vote "**FOR**" the approval of the maximum aggregate amount of the compensation of the Group Management Team of USD 24,900,000 for fiscal year 2023.

Agenda Proposals and Explanations

Proposal 10

Re-election of KPMG AG as Logitech's Auditors and Ratification of the Appointment of KPMG LLP as Logitech's Independent Registered Public Accounting Firm for Fiscal Year 2022

Proposal

The Board of Directors proposes that KPMG AG be re-elected as auditors of Logitech International S.A. for a one-year term and that the appointment of KPMG LLP as Logitech's independent registered public accounting firm for fiscal year 2022 be ratified.

Explanation

KPMG AG, upon recommendation of the Audit Committee of the Board, is proposed for re-election for a further year as auditors for Logitech International S.A. KPMG AG assumed its first audit mandate for Logitech during fiscal year 2015.

The Audit Committee has also appointed KPMG LLP, the U.S. affiliate of KPMG AG, as the Company's independent registered public accounting firm for the fiscal year ending March 31, 2022 for purposes of U.S. securities law reporting. Logitech's Articles of Incorporation do not require that shareholders ratify the appointment of KPMG LLP as the Company's independent registered public accounting firm. However, Logitech is submitting the appointment of KPMG LLP to shareholders for ratification as a matter of good corporate governance. If shareholders do not ratify the appointment, the Audit Committee will reconsider whether to retain KPMG LLP. Even if the appointment is ratified, the Audit Committee may, in its discretion, change the appointment during the year if the Committee determines that such a change would be in the best interests of Logitech and its shareholders.

Information on the fees paid by Logitech to KPMG AG and KPMG LLP, the Company's auditors and independent registered public accounting firm for fiscal year 2021, respectively, as well as further information regarding KPMG AG and KPMG LLP, is set out below under the heading "Independent Auditors" and "Report of the Audit Committee."

Members of KPMG AG will be present at the Annual General Meeting.

Voting Requirement to Approve Proposal

The affirmative "FOR" vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

Our Board of Directors recommends a vote "**FOR**" the re-election of KPMG AG as auditors of Logitech International S.A. and the ratification of the appointment of KPMG LLP as Logitech's independent registered public accounting firm, each for the fiscal year ending March 31, 2022.

Agenda Proposals and Explanations

Proposal 11

Re-election of Etude Regina Wenger & Sarah Keiser-Wüger as Independent Representative

Pursuant to the so-called “Minder Ordinance”, Swiss law requires that the independent representative of the shareholders (Independent Representative) be elected on the occasion of each Annual General Meeting for a one-year term ending at the closing of the following Annual General Meeting.

Proposal

The Board of Directors proposes that Etude Regina Wenger & Sarah Keiser-Wüger be re-elected as Independent Representative for a one-year term ending at the closing of the 2022 Annual General Meeting.

Explanation

In accordance with Swiss law, each shareholder may be represented at the general meeting by the Independent Representative, Etude Regina Wenger & Sarah Keiser-Wüger. Ms. Regina Wenger, a principal of Etude Regina Wenger & Sarah Keiser-Wüger, is a respected notary public based in Lausanne, Switzerland and is the former Chairwoman of the Swiss Federation of Notaries.

Under Swiss corporate law, the Independent Representative must satisfy strict independence requirements. General voting instructions can be given with respect to a particular general meeting of shareholders with respect to proposals and agenda items that have not been disclosed in the invitation to the general meeting.

Voting Requirement to Approve Proposal

The affirmative “FOR” vote of a majority of the votes cast at the Annual General Meeting, not counting abstentions.

Recommendation

Our Board of Directors recommends a vote “**FOR**” the re-election of Etude Regina Wenger & Sarah Keiser-Wüger as Independent Representative.

Corporate Governance and Board of Directors Matters

The Board of Directors is elected by the shareholders and holds the ultimate decision-making authority within Logitech, except for those matters reserved by law or by Logitech's Articles of Incorporation to its shareholders or those that are delegated to the executive officers under the organizational regulations (also known as by-laws). The Board makes resolutions through a majority vote of the members present at the meetings. In the event of a tie, the vote of the Chairperson decides.

Logitech's Articles of Incorporation set the minimum number of directors at three. We had twelve members of the Board of Directors as of June 30, 2021. If all of the nominees to the Board presented in Proposal 5 are elected, the Board will have eleven members.

Board of Directors Independence

The Board of Directors has determined that each of our directors and director nominees, other than Bracken Darrell, qualifies as independent in accordance with the published listing requirements of the Nasdaq Stock Market and Swiss corporate governance best practices guidelines. The Company's independent directors include Patrick Aebischer, Wendy Becker, Edouard Bugnion, Riet Cadonau, Didier Hirsch, Guy Gecht, Neil Hunt, Marjorie Lao, Neela Montgomery, Michael Polk and Deborah Thomas, all of whom also are director nominees with the exception of Mr. Hirsch. The Nasdaq independence definition includes a series of objective tests, such as that the director is not an employee of the company and has not engaged in various types of business dealings with the company. In addition, as further required by Nasdaq rules, the Board has made a subjective determination as to each independent director that no relationships exist which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making these determinations, the directors reviewed and discussed information provided by the directors and the Company with regard to each director's business and personal activities as they may relate to Logitech and Logitech's management.

Corporate Governance and Board of Directors Matters

Members of the Board of Directors

The members of the Board of Directors, including their principal occupation, business experience, and qualifications, are set out below.

Patrick Aebischer 66 Years Old Director since 2016

President Emeritus, Swiss Federal Institute of Technology (EPFL) Swiss national

Patrick Aebischer is the former President of the École Polytechnique Fédérale de Lausanne (EPFL), a position to which he was nominated by the Swiss Federal Council and that he held from March 2000 through December 2016. Dr. Aebischer was also a Professor in Neurosciences at the EPFL and Director of the Neurodegenerative Disease Laboratory at the Brain Mind Institute, EPFL from 2000 to May 2017. Prior to these positions, he was a Professor and Director of the Surgical Research Division and Gene Therapy Center at the University Hospital of Lausanne, Chairman of the Section of Artificial Organs, Biomaterials and Cellular Technology of the Division of Biology and Medicine at Brown University, and held other positions in medical sciences at Brown University. Dr. Aebischer is also the founder of three biotech companies. He currently serves on the Board of Nestlé S.A., a leading nutrition, health and wellness company, as Vice-Chairman of PolyPeptide Group AG, a global leader in peptide manufacturing and development, as Chairman of the Novartis Venture Fund, a venture fund investing in innovative life science companies, as a Senior Partner of ND Capital, a venture fund investing in disruptive technologies, and on the Boards of the Jacobs Foundation, Fondation Defitech, Fondation Swiss Polar (Chairman), Geneva Science & Diplomacy Anticipator Foundation (Vice-Chairman), Fondation du Domaine de Villette, Fondation ArtTech (Chairman), Montreux Jazz Festival Foundation and Verbier Festival Foundation. Dr. Aebischer holds a M.D. from the University of Geneva and University of Fribourg, Switzerland, and four Honorary Doctorate degrees.

Dr. Aebischer brings senior leadership, governance, innovation and technology expertise, a global world view and strategic experience to the Board from his role as the President of the EPFL, his experience founding technology companies, and as a member of the senior leadership of leading Swiss companies.

Dr. Aebischer currently serves on the Nominating and Governance Committee and the Technology and Innovation Committee. The Board of Directors has determined that he is an independent Director.

Wendy Becker 55 Years Old Director since 2017

Chairperson, Logitech International S.A. and Former Chief Executive Officer of Jack Wills Limited British, U.S. and Italian national

Wendy Becker has served as Chairperson of the Logitech Board of Directors since September 2019. Ms. Becker is the former Chief Executive Officer of Jack Wills Limited, a British-based manufacturer and retailer of brand name clothing, a position she held from October 2013 to September 2015. She was the Chief Operating Officer of Jack Wills from August 2012 to October 2013. Ms. Becker served as Group Chief Marketing Officer of Vodafone Group Plc, a global telecommunications company, from September 2009 to January 2011. Prior to Vodafone, she served as the Managing Director of TalkTalk Residential, a subsidiary of the Carphone Warehouse Group plc, a provider of fixed line broadband, voice telephony, mobile and television services, a Partner responsible for the United Kingdom consumer practice at McKinsey & Company, an international management consulting firm, and in various marketing and brand roles at The Procter & Gamble Company. Ms. Becker currently serves as a non-executive Director of the Sony Corporation, a global conglomerate across a number of media, technology and other industries, and of Great Portland Estates Plc, a British property development and investment company, as a member of the governing body of the University of Oxford and related subsidiaries, and on the Board of the Design Museum, a museum devoted to contemporary design in every form. She holds a BA degree in Economics from Dartmouth College and an MBA from Stanford University's Graduate School of Business.

Ms. Becker brings senior leadership, governance, strategic, consumer brand marketing, telecom and design experience to the Board from her positions at Jack Wills, Vodafone, McKinsey and TalkTalk as well as her board and trustee positions.

Ms. Becker currently is Chairperson of the Nominating and Governance Committee. The Board of Directors has determined that she is an independent Director.

Corporate Governance and Board of Directors Matters

Edouard Bugnion 51 Years Old Director since 2015

Professor, School of Computer and Communication Sciences, EPFL
Swiss national

Edouard Bugnion is a Professor in the School of Computer and Communication Sciences at the École Polytechnique Fédérale de Lausanne (EPFL) and also served as the Vice President for Information Systems at the EPFL from January 2017 to December 2020. Prior to joining the EPFL in August 2012, Dr. Bugnion was a Founder and Chief Technology Officer of Nuova Systems, Inc., a developer of enterprise data center solutions, from October 2005 to May 2008. Nuova Systems was funded by and acquired by Cisco Systems, Inc., a worldwide leader in Internet Protocol-based networking products and services. He joined Cisco as a Vice President and Chief Technology Officer of Cisco's Server Access and Virtualization Business Unit from May 2008 to June 2011. Prior to Nuova, Dr. Bugnion was a Founder of VMware, a leading provider of cloud and virtualization software and services, where he held many positions, including Chief Technology Officer, from 1998 to 2005. Dr. Bugnion currently serves on the Boards of InnoSuisse, a Swiss agency for innovation promotion (a position to which he was appointed by the Swiss Federal Council) and of the Fondation de l'Hermitage (a museum) and is a member of the Assembly of the International Committee of the Red Cross. Dr. Bugnion holds an Engineering *Diplom* from ETH Zürich, a Master's degree from Stanford University and a Ph.D. from Stanford University, all in Computer Science.

Dr. Bugnion's significant expertise in technology, software and cloud computing, and his experience founding technology companies and as a member of the senior leadership of leading technology companies, provides the Board with technology and product strategy expertise as well as senior leadership.

Dr. Bugnion currently is Chairperson of the Technology and Innovation Committee and serves on the Compensation Committee. The Board of Directors has determined that he is an independent Director.

Riet Cadonau 60 Years Old Director since 2021

Chairman, dormakaba Holding AG
Swiss national

Riet Cadonau is the non-executive Chairman of dormakaba Holding AG, a global provider of products, solutions and services for access to buildings and rooms. He has served as the Chairman since October 2018 and was the Chief Executive Officer from September 2015 through March 2021. Mr. Cadonau was the Chief Executive Officer of Kaba Holding AG, a provider of integrated access management solutions, from July 2011 to September 2015 when it merged with Dorma Holding to form dormakaba. Prior to Kaba, Mr. Cadonau spent eight years in management at Ascom Holding AG, a telecommunications company focusing on wireless on-site communications, as the Chief Executive Officer from August 2007 to March 2011, and in various executive and management roles and as a member of the Executive Board from 2001 to 2005. He joined Affiliated Computer Services Inc. (ACS), an information technology company, as Managing Director, Transport Revenue and subsequently as Senior Vice President, Europe from 2005 to 2007 after ACS acquired Ascom's Transport Revenue division, before returning to Ascom as Chief Executive Officer. He also spent approximately eleven years at IBM Corporation, a multinational technology company, in Switzerland, most recently as a member of the Management Board and Director of Global Services from 1998 to 2001. Mr. Cadonau serves on the Board and Compensation Committee of Georg Fischer AG, an international industrial corporation, and on the Board and as Chairperson of the Nomination and Compensation Committee of the Zehnder Group AG, an international provider of solutions for a healthy indoor climate. Mr. Cadonau holds a BA in Business and Economics from the University of Basel and an MA in Economics and Business Administration from the University of Zurich. He also attended the Advanced Management Program at INSEAD.

Mr. Cadonau brings senior leadership, governance and global experience with mechanical, electronic and cloud-based technology, technology incubation, digitalization, manufacturing, M&A, Swiss/international investor bases, and developing solutions combining hardware, software and services to the Board from his leadership roles at dormakaba, Ascom, ACS and IBM as well as his Swiss public company board and governance roles.

Mr. Cadonau currently serves on the Compensation Committee. The Board of Directors has determined that he is an independent Director.

Corporate Governance and Board of Directors Matters

Bracken Darrell 58 Years Old Director since 2013

President and
Chief Executive
Officer,
Logitech
International S.A.
U.S. national

Bracken Darrell joined Logitech as President in April 2012 and became Chief Executive Officer in January 2013. Prior to joining Logitech, Mr. Darrell served as President of Whirlpool EMEA and Executive Vice President of Whirlpool Corporation, a home appliance manufacturer and marketing company, from January 2009 to March 2012. Previously, Mr. Darrell had been Senior Vice President, Operations of Whirlpool EMEA from May 2008 to January 2009. From 2002 to May 2008, Mr. Darrell was with P&G (The Procter & Gamble Company), a consumer brand company, most recently as the President of its Braun GmbH subsidiary. Prior to rejoining P&G in 2002, Mr. Darrell served in various executive and managerial positions with General Electric Company from 1997 to 2002, with P&G from 1991 to 1997, and with PepsiCo Inc. from 1987 to 1989. Mr. Darrell holds a BA degree from Hendrix College and an MBA from Harvard University.

In addition to being the President and Chief Executive Officer of the Company, Mr. Darrell brings senior leadership, new product development, consumer brand marketing and global experience to the Board.

Guy Gecht 56 Years Old Director since 2019

Co-Chief
Executive Officer,
E.Merge
Technology
Acquisition Corp.
Israeli and
U.S. national

Guy Gecht is the Co-Chief Executive Officer of E.Merge Technology Acquisition Corp., a "blank check" company formed for the purpose of effecting a business combination with a software or internet technology company. Prior to co-founding E.Merge in June 2020, Mr. Gecht was the Chief Executive Officer of Electronics for Imaging, Inc., an international company specializing in digital printing technology, a position he held from January 2000 to October 2018. He served at Electronics for Imaging as President from May 2012 to October 2018 and from July 1999 to January 2000, as Vice President and General Manager of Fiery products from January 1999 to July 1999, and as Director of Software Engineering from October 1995 to January 1999. Prior to joining Electronics for Imaging, Mr. Gecht was Director of Engineering at Interro Systems, Inc., a diagnostic technology company, from 1993 to 1995, Software Manager of ASP Computer Products, Inc., a networking company, from 1991 to 1993, and Chief Technology Officer for Apple Israel from 1990 to 1991. He serves on the Board of Check Point Software Technology Ltd., a multinational provider of software and combined hardware and software products for IT security. Mr. Gecht holds a BS in Computer Science and Mathematics from Ben Gurion University in Israel.

Mr. Gecht brings senior leadership, governance as well as technology and cybersecurity expertise and strategy, M&A and international experience to the Board, having led the transformation and growth of Electronics for Imaging into a global leader in digital imaging.

Mr. Gecht currently serves on the Technology and Innovation Committee. The Board of Directors has determined that he is an independent director.

Corporate Governance and Board of Directors Matters

Didier Hirsch 70 Years Old Director since 2012

Former Senior Vice President and Chief Financial Officer, Agilent Technologies, Inc. French and U.S. national

Didier Hirsch is the former Senior Vice President and Chief Financial Officer of Agilent Technologies, Inc., a global leader in life sciences, diagnostics and applied chemical markets, a position that he held from July 2010 to October 2018. He served in various senior finance positions with Agilent since 1999. Mr. Hirsch had joined Hewlett-Packard Company in 1989, and served as Director of Finance and Administration of Hewlett-Packard Europe, Middle East and Africa (EMEA) from 1996 to 1999, Director of Finance and Administration of Hewlett-Packard Asia Pacific from 1993 to 1996, and Director of Finance and Administration of Hewlett-Packard France from 1989 to 1993. Prior to Hewlett-Packard, Mr. Hirsch worked in finance positions with Valeo Inc., Gemplus S.C.A., SGS-Thomson Microelectronics, I.B.H. Holding S.A., Bendix Corporation and Ford Motor Company. He serves on the Board and as Chair of the Audit Committee of Knowles Corporation, a New York Stock Exchange (NYSE)-listed global supplier of advanced micro-acoustic, audio processing, and specialty component solutions, serving the mobile consumer electronics, communications, medical, military, aerospace and industrial markets. Mr. Hirsch holds an MS degree in Computer Sciences from Toulouse University and an MS degree in Industrial Administration from Purdue University.

As a former Chief Financial Officer of a leading public technology company, and with significant finance expertise developed over several decades at technology and manufacturing companies in the U.S.A., EMEA and Asia Pacific, Mr. Hirsch brings senior leadership, governance, finance (including U.S. GAAP), technology and global experience to the Board.

Mr. Hirsch currently is Chairperson of the Audit Committee and serves on the Nominating and Governance Committee. The Board of Directors has determined that he is an independent Director.

Mr. Hirsch, having reached the age limit of 70 years under our Organizational Regulations prior to the 2021 Annual General Meeting, is not standing for re-election.

Neil Hunt 59 Years Old Director since 2010

Chief Product Officer, Vibrant Planet U.K. and U.S. national

Neil Hunt is the Chief Product Officer of Vibrant Planet, a public benefit corporation building tools for forest ecosystem management. Prior to joining Vibrant Planet in December, 2020, Dr. Hunt served as the Chief Strategy Officer, from November 2018 to December 2020, and Chief Executive Officer, from January 2018 to November 2018, of Curai, Inc., a venture-backed health technology company building technology to apply artificial intelligence and machine learning to primary care medicine. Prior to Curai, Dr. Hunt was the Chief Product Officer of Netflix, Inc., a California-based company offering the world's largest Internet TV service operating in more than 50 countries worldwide. He was with Netflix from 1999 through July 2017, and was responsible for the design, implementation and operation of the technology at Netflix. Prior to becoming Chief Product Officer, he served as Vice President, Internet Engineering at Netflix from 1999 to 2002. From 1997 to 1999, Dr. Hunt was Director of Engineering for Rational Software, a California-based maker of software development tools, and he served in engineering roles at predecessor companies from 1991 to 1997. Dr. Hunt currently serves on the Board and Compensation Committee of Roku, Inc., a manufacturer and seller of players that allow streaming video or audio services through televisions, and on the Board and Nomination and Compensation Committee of Here International B.V., a location data and technology platform. He holds a PhD in Computer Science from the University of Aberdeen, U.K. and a BSc degree and honorary DSc degree from the University of Durham, U.K.

Dr. Hunt's significant expertise in technology, product development leadership and strategy, and his experience as a member of the senior leadership of a leading digital delivery company, provides the Board with technology, product strategy and global expertise as well as senior leadership and governance.

Dr. Hunt currently serves on the Compensation Committee and the Technology and Innovation Committee. The Board of Directors has determined that he is an independent Director.

Corporate Governance and Board of Directors Matters

Marjorie Lao 47 Years Old Director since 2018

Former Chief Financial Officer of the LEGO Group
Philippine national

Marjorie Lao is the former Chief Financial Officer of the LEGO Group, a privately held, family-owned company whose main activity is the development, production, marketing and sales of play materials based on the LEGO brick, a position she held February 2017 to March 2020. She previously served at the LEGO Group as the Senior Vice President, Finance from January 2014 to January 2017. Prior to joining the LEGO Group, Ms. Lao was the Vice President, Projects of Seadrill, a deepwater drilling contractor, from February 2013 to December 2013. She served as the Chief Financial Officer and Senior Vice President, Finance of Tandberg ASA, a key player in the videoconferencing industry, from November 2006 to April 2010 and the Vice President, Business Development and M&A from January 2006 to October 2006. Tandberg was acquired by Cisco Systems, Inc., a worldwide leader in Internet Protocol-based networking products and services, and Ms. Lao joined Cisco as the Senior Director, Finance and Senior Director, Strategy and Business Analytics from April 2010 to February 2012. She also served as an Associate and Engagement Manager of McKinsey & Company, an international management consulting firm, from 2002 to 2005 and a Finance Manager and Internal Controls Manager of The Procter & Gamble Company, a consumer brand company, from 1996 to 2000. Ms. Lao serves on the Board and chairs the Audit Committee of myTheresa.com, a fashion e-commerce company. She also serves on the Board and as Chairperson of the Audit Committee of Modern Times Group MTG AB, an esports and gaming entertainment company. Ms. Lao holds a BSc degree in Business Administration and Accountancy from the University of the Philippines and an MBA from Harvard Business School. She was certified as a public accountant in the Philippines in 1996.

Ms. Lao has extensive finance expertise developed through her Chief Financial Officer and other leadership positions at companies in Europe, Asia and the United States. She brings to the Board an understanding of the videoconferencing and gaming industries and senior leadership, governance, finance, business development, strategy, M&A, consumer and global experience from leading technology as well as brand and consumer marketing companies.

Ms. Lao currently serves on the Audit Committee. The Board of Directors has determined that she is an independent Director.

Neela Montgomery 46 Years Old Director since 2017

President, CVS Pharmacy and Executive Vice President, CVS Health
British national

Neela Montgomery is the President of CVS Pharmacy, the retail and pharmacy division of CVS Health, a diversified health services company, where she is also an Executive Vice President. Prior to assuming those roles in November 2020, Ms. Montgomery was a Board Partner at Greycroft, a venture capital firm, from August 2020 to December 2020, and the Chief Executive Officer of Crate & Barrel Holdings, Inc., a global home furnishings retailer, from August 2017 to August 2020. Ms. Montgomery was a Member of the Executive Board for Multichannel Retail at the Otto Group, GmbH, a globally operating retail and services group, from November 2014 to August 2017, overseeing all Group companies that operate in e-commerce and store-based retail as well as serving as Executive Chairwoman of Group operating companies including Crate & Barrel. Prior to joining the Otto Group, Ms. Montgomery was the UK General Merchandise Director on the UK Board of Tesco Plc, one of the world's largest retailers, from June 2012 to June 2014, supervising diverse areas such as Home, Electronics & Entertainment from a multichannel perspective. She served at Tesco since 2002, including as UK E-Commerce Director from March 2011 to December 2012 and as Chief Merchant for Tesco Malaysia from July 2007 to May 2011. Ms. Montgomery studied English literature at Oxford University and holds an MBA from INSEAD having studied in France and Singapore. She is also a 2020 Henry Crown Fellow at the Aspen Institute.

Ms. Montgomery brings senior leadership, multichannel retail, e-commerce, brand oversight, home electronics and global experience to the Board from her positions in North America, EMEA and Asia Pacific at CVS Health, Crate & Barrel, the Otto Group and Tesco.

Ms. Montgomery currently serves on the Audit Committee. The Board of Directors has determined that she is an independent Director.

Corporate Governance and Board of Directors Matters

Michael Polk 60 Years Old Director since 2019

Advisory Director,
Berkshire
Partners LLC and
Chief Executive
Officer, Implus
LLC
U.S. national

Michael Polk is an Advisory Director of Berkshire Partners LLC, a private equity firm, and the Chief Executive Officer of a Berkshire portfolio company, Implus LLC, a global leader in fitness accessories and devices. He has served in his current positions since February 2020. Prior to Berkshire Partners, Mr. Polk was the President and Chief Executive Officer of Newell Brands Inc., a multinational consumer goods company, from July 2011 to June 2019. From 2003 to 2011, Mr. Polk held a series of executive positions at Unilever, a Dutch-Anglo multi-national consumer goods company, including President, Global Foods, Home & Personal Care from 2010 to 2011, President, Unilever Americas from 2007 to 2010, and President, Unilever USA from 2005 to 2007. From 2007 to 2011, Mr. Polk served as a member of the Unilever Global Executive Board reporting to the Group Chief Executive Officer. Prior to joining Unilever, Mr. Polk spent sixteen years at Kraft Foods Inc., a consumer foods company, from 1987 to 2003. At Kraft Foods, Mr. Polk was a member of the Kraft Foods Management Committee and served in executive and management positions, including Group Vice President Kraft Foods North America and President, Nabisco Biscuit and Snacks from 2001 to 2003, Group Vice President Kraft Foods International and President, Asia Pacific Region from 1999 to 2001, and Executive Vice President and General Manager, Post Cereal Division from 1998 to 1999. Mr. Polk started his career at Procter & Gamble Company, a consumer brand company, where he spent three years in paper products manufacturing and R&D from 1982 to 1985. Mr. Polk serves on the Board and as Chairperson of the People & Organization Committee of Colgate-Palmolive Company, a worldwide consumer products company. He holds a BS degree in Operations Research and Industrial Engineering from Cornell University and an MBA from Harvard University.

Mr. Polk brings senior leadership, governance, global marketing, consumer innovation, brand and customer development, operations, M&A and international experience to the Board from his leadership and governance roles at consumer and brand-focused multi-national companies such as Implus, Newell Brands, Unilever, Kraft Foods and Colgate-Palmolive.

Mr. Polk currently is the Chairperson of the Compensation Committee and serves on the Nominating and Governance Committee. The Board of Directors has determined that he is an independent Director.

Deborah Thomas 57 Years Old Director since 2020

Executive Vice
President and
Chief Financial
Officer, Hasbro,
Inc.
U.S. national

Deborah Thomas is an Executive Vice President and the Chief Financial Officer of Hasbro, Inc., a global play and entertainment company. Ms. Thomas has served in her current position as Chief Financial Officer since June 2009 and as Executive Vice President since March 2013. She previously served at Hasbro as a Senior Vice President and Chief Financial Officer from June 2009 to February 2013, Senior Vice President and Head of Corporate Finance from June 2008 to May 2009, Senior Vice President and Controller from May 2003 to May 2008, and Vice President and Assistant Controller from August 1998 to April 2003. Prior to joining Hasbro, Ms. Thomas held Assurance positions at KPMG Peat Marwick, LLP in the United States and in the United Kingdom from 1986 to 1998, most recently as a Senior Manager. She serves on the Board and as Treasurer of the Rhode Island Airport Corporation, which operates and maintains six airports. Ms. Thomas is also a Certified Public Accountant. She holds a BS degree from Providence College.

As the Chief Financial Officer of a leading consumer products, entertainment and media company, and with significant finance and accounting expertise developed over several decades at a global conglomerate and a Big 4 international accounting firm, Ms. Thomas brings senior leadership, governance, finance (including U.S. GAAP), information technology, M&A, international and multi-category, multi-brand consumer product, gaming, media and services experience to the Board.

Ms. Thomas currently serves on the Audit Committee. The Board of Directors has determined that she is an independent Director.

All members of the Board of Directors currently comply with the limitation on external mandates contemplated in Article 17bis of the Company's Articles of Incorporation.

Elections to the Board of Directors

Directors are elected at the Annual General Meeting of Shareholders, upon proposal of the Board of Directors. The proposals of the Board of Directors are made following recommendations of the Nominating and Governance Committee.

Shareholder Recommendations and Nominees

Under our Articles of Incorporation, one or more registered shareholders who together represent shares representing at least the lesser of (i) one percent of our issued share capital or (ii) an aggregate par value of one million Swiss francs may demand that an item be placed on the agenda of a meeting of shareholders, including a nominee for election to the Board of Directors. A request to place an item on the meeting agenda must be in writing, describe the proposal and be received by our Board of Directors at least 60 days prior to the date of the meeting. Demands by registered shareholders to place an item on the agenda of a meeting of shareholders should be sent to: Secretary to the Board of Directors, Logitech International S.A., EPFL - Quartier de l'Innovation, Daniel Borel Innovation Center, 1015 Lausanne, Switzerland, or c/o Logitech Inc., 7700 Gateway Boulevard, Newark, CA 94560, USA.

Under the Company's Articles of Incorporation only registered shareholders are recognized as shareholders of the company. As a result, beneficial shareholders do not have a right to place an item on the agenda of a meeting, regardless of the number of shares they hold. For information on how beneficial shareholders may become registered shareholders, see "Questions and Answers about the Logitech 2021 Annual General Meeting - If I am not a registered shareholder, can I attend and vote at the meeting?"

If the agenda of a general meeting of shareholders includes an item calling for the election of directors, any registered shareholder may propose a candidate for election to the Board of Directors before or at the meeting.

The Nominating and Governance Committee does not have a policy on consideration of recommendations for candidates to the Board of Directors from registered shareholders.

The Nominating and Governance Committee considers it appropriate not to have a formal policy for consideration of such recommendations because the evaluation of potential members of the Board of Directors is by its nature a case-by-case process, depending on the composition of the Board at the time, the needs and status of the business of the Company, and the experience and qualification of the individual. Accordingly, the Nominating and Governance Committee would consider any such recommendations on a case-by-case basis in their discretion, and, if accepted for consideration, would evaluate any such properly submitted nominee in consideration of the membership criteria set forth under "Board Composition" below. Shareholder recommendations to the Board of Directors should be sent to the above address.

Board Composition

The Nominating and Governance Committee is responsible for reviewing and assessing with the Board the appropriate skills, experience, and background sought of Board members in the context of our business and the then-current membership on the Board. The Nominating and Governance Committee has not formally established any specific, minimum qualifications that must be met by each candidate for the Board of Directors or specific attributes, qualities or skills that are necessary for one or more of the members of the Board of Directors to possess. However, we do not expect or intend that each director will have the same background, skills, and experience; we expect that Board members will have a diverse portfolio of backgrounds, skills, and experiences. One goal of this diversity is to assist the Board as a whole in its oversight and advice concerning our business and operations.

The review and assessment of Board candidates and the current Board composition by the Nominating and Governance Committee includes numerous diverse factors, such as: independence; senior leadership experience; corporate governance, including ESG, experience; understanding of and experience in technology, finance, marketing, sales, sustainability and operations; international experience and geographic representation; age; and gender and ethnic diversity.

Corporate Governance and Board of Directors Matters

The priorities and emphasis of the Nominating and Governance Committee and of the Board with regard to these factors change from time to time to take into account changes in Logitech's business and other trends, as well as the portfolio of skills and experience of current and prospective Board members.

Listed below are key skills and experience that we currently consider important for our directors to have in light of our current business and structure. We do not expect each director to possess every attribute. The directors' biographies note each director's relevant experience, qualifications, and skills relative to this list.

- *Senior Leadership Experience.* Directors who have served in senior leadership positions are important to Logitech because they bring experience and perspective in analyzing, shaping, and overseeing the execution of important operational and policy issues at a senior level.
- *Governance Experience.* Directors with corporate governance experience are important to Logitech because they enable the Board to exercise its general oversight with respect to corporate governance and ESG matters.
- *Financial Expertise.* Knowledge of financial markets and accounting and financial reporting processes is important because it assists our directors in understanding, advising, and overseeing Logitech's structure, financial reporting, and internal control of such activities.
- *Industry and Technical Expertise.* Because we develop and manufacture hardware and software products, ship them worldwide, and sell to major consumer electronics distributors and retailers as well as to enterprise customers, expertise in hardware and software, and experience in supply chain, manufacturing, sales and consumer products is useful in understanding the opportunities and challenges of our business and in providing insight and oversight of management.
- *Brand Marketing Expertise.* Because we are a consumer products company, directors who have brand marketing experience can provide expertise and guidance as we seek to maintain and expand brand and product awareness and a positive reputation.
- *Global Expertise.* Because we are a global organization with research and development, and sales and other offices in many countries, directors with global expertise, particularly in Europe, the U.S. and Asia, can provide a useful business and cultural perspective regarding many significant aspects of our business.

Identification and Evaluation of Nominees for Directors

Our Nominating and Governance Committee uses a variety of methods for identifying and evaluating nominees for director. Our Nominating and Governance Committee regularly assesses the appropriate size and composition of the Board of Directors, the needs of the Board of Directors and the respective Committees of the Board of Directors, and the qualifications of candidates in light of these needs. Candidates may be identified through search firms and also may come to the attention of the Nominating and Governance Committee through shareholders, management, or current members of the Board of Directors. The evaluation of these candidates may include information provided to the Committee, discussions with persons familiar with the candidate, an interview of the candidate or other actions the Committee deems appropriate, and typically includes the use of paid third parties to review candidates to ensure the nominees have appropriate qualifications and skills.

Board Diversity

In addition to the above, the review and assessment of Board candidates and the current Board composition by the Nominating and Governance Committee includes an assessment of diversity with respect to international experience, geographic representation, age, gender, ethnicity, as well as other qualities and attributes that contribute to the total mix of viewpoints and experience represented on the Board. In our current twelve-person Board, eight directors are men and four directors are women (i.e. 33% are female directors). Our director nominees include seven men and four women and, if all nominees are elected at the 2021 Annual General Meeting, our Board will be composed of 36% female directors. Five of our directors are domiciled in Europe and seven are domiciled in the United States. The nationalities of our directors include Swiss, American, British/U.K., Italian, Israeli, French, and Filipino. In addition, two of our directors self-identify as Asian.

Corporate Governance and Board of Directors Matters

Terms of Office of Directors

Each director is elected individually by a separate vote of shareholders for a one-year term. Eleven of our twelve current directors are being presented for re-election to the Board of Directors at the 2021 Annual General Meeting. Each director is eligible for re-election until his or her seventieth birthday. Directors may not seek reelection after they have reached 70 years of age or have served on the Board of Directors as a non-employee member for 12 years, unless the Board of Directors adopts a resolution to the contrary. A member of the Board who reaches 70 years of age or 12 years of service as a non-employee member of the Board of Directors during the term of his or her directorship may remain a director until the expiration of the term. A director's term of office as Chairperson coincides with his or her term of office as a director. A director may be indefinitely re-elected as Chairperson, subject to the age and tenure limits mentioned above.

The year of appointment and remaining term of office as of March 31, 2021 for each director are as follows:

Name	Year First Appointed	Year Current Term Expires
Patrick Aebischer ⁽¹⁾	2016	2021 Annual General Meeting
Wendy Becker ⁽¹⁾	2017	2021 Annual General Meeting
Edouard Bugnion ⁽¹⁾	2015	2021 Annual General Meeting
Riet Cadonau ⁽¹⁾⁽²⁾	2020	2021 Annual General Meeting
Bracken Darrell ⁽³⁾	2013	2021 Annual General Meeting
Guy Gecht ⁽¹⁾	2019	2021 Annual General Meeting
Didier Hirsch ⁽¹⁾⁽⁴⁾	2012	2021 Annual General Meeting
Neil Hunt ⁽¹⁾	2010	2021 Annual General Meeting
Marjorie Lao ⁽¹⁾	2018	2021 Annual General Meeting
Neela Montgomery ⁽¹⁾	2017	2021 Annual General Meeting
Michael Polk ⁽¹⁾	2019	2021 Annual General Meeting
Deborah Thomas ⁽¹⁾	2020	2021 Annual General Meeting

(1) Non-executive member of the Board of Directors.

(2) Mr. Cadonau was elected to the Board at the Annual General Meeting in September 2020 but, as reported at the time of his nomination and election, he did not join the Board until April 1, 2021.

(3) Executive member of the Board of Directors.

(4) Mr. Hirsch, having reached the age limit of 70 years under our Organizational Regulations prior to the 2021 Annual General Meeting, is not standing for re-election at the 2021 Annual General Meeting.

Board Responsibilities and Structure

The Board of Directors is responsible for supervising the management of the business and affairs of the Company. In addition to the non-transferable powers and duties of boards of directors under Swiss law, the Logitech Board of Directors also has the following responsibilities:

- the signatory power of its members;
- the approval of the budget submitted by the Chief Executive Officer;
- the approval of investments or acquisitions of more than USD 10 million in the aggregate not included in the approved budgets;
- the approval of any expenditure of more than USD 10 million not specifically identified in the approved budgets; and
- the approval of the sale or acquisition, including related borrowings, of the Company's real estate.

The Board of Directors has delegated the management of the Company to the Chief Executive Officer and the executive officers, except where Swiss law or the Company's Articles of Incorporation or Organizational Regulations (By-Laws) provide differently.

Board Leadership Structure

The Board has an Independent Chairperson in line with current Swiss and U.S. best governance practices. The Chairperson of the Board is elected by the shareholders on an annual basis, at the Annual General Meeting of Shareholders. The Secretary of the Board of Directors is typically appointed at the Board meeting coinciding with the Annual General Meeting of Shareholders. As of July 1, 2021, the Secretary was Samantha Harnett, the Company's General Counsel.

Role of the Chairperson and of the Chief Executive Officer

The Chairperson has responsibility for managing the Board, managing the relationship between the Board and the Chief Executive Officer and senior management of the Company, representing the Board and the Company with shareholders, the press and other external persons, establishing objectives for and evaluating the performance of the Chief Executive Officer, ensuring succession planning, and, together with the Chief Executive Officer, setting the values, ethics and culture of the Company. The Chairperson also assumes a leading role in mid- and long-term strategic planning and the selection of top-level management, and supports major transaction initiatives of Logitech.

The Chief Executive Officer manages the day-to-day operations of Logitech, with the support of the other executive officers. The Chief Executive Officer has, in particular, the following powers and duties:

- defining and implementing short and medium term strategies;
- preparing the budget, which must be approved by the Board of Directors;
- reviewing and certifying the Company's annual report;
- appointing, dismissing and promoting any employees of Logitech other than executive officers and the head of the internal audit function;
- taking immediate measures to protect the interests of the Company where a breach of duty is suspected from executive officers until the Board has decided on the matter;
- carrying out Board resolutions;
- reporting regularly to the Chairperson of the Board of Directors on the activities of the business;
- preparing supporting documents for resolutions that are to be passed by the Board of Directors; and
- deciding on issues brought to his attention by executive officers.

The detailed authorities and responsibilities of the Board of Directors, the Chief Executive Officer and the executive officers are set out in the Company's Articles of Incorporation and Organizational Regulations. Please refer to <http://ir.logitech.com> for copies of these documents.

Corporate Governance and Board of Directors Matters

Lead Independent Director

In the absence of an independent Chairperson of the Board, the responsibilities of the Lead Independent Director include chairing meetings of the non-executive directors and serving as the presiding director in performing such other functions as the Board may direct. The decision of whether to have, and the election of, a Lead Independent Director is determined by the independent members of the Board. The Board currently does not have a Lead Independent Director. With the re-election of an Independent Chairperson of the Board, it is expected that the Board will continue not to have someone in that role.

Means by Which the Board of Directors Supervises Executive Officers

The Board of Directors is regularly informed on developments and issues in Logitech's business, and monitors the activities and responsibilities of the executive officers in various ways.

- At each regular Board meeting the Chief Executive Officer reports to the Board of Directors on developments and important issues. The Chief Executive Officer also provides updates to the Board members regarding Logitech's business between the dates of regular Board meetings.
- The offices of Chairperson and Chief Executive Officer are generally separated, to help ensure balance between leadership of the Board and leadership of the day-to-day management of Logitech.
- Executive officers and other members of senior management, at the invitation of the Board, attend portions of meetings of the Board and its Committees to report on the financial results of Logitech, its operations, performance and outlook, and on areas of the business within their responsibilities, as well as other business matters. For further information on participation by executive officers and other members of senior management in Board and Committee meetings please refer to "Board Committees" below.
- There are regular quarterly closed sessions of the non-executive, independent members of the Board of Directors, led by the independent Chairperson, where Logitech issues are discussed without the presence of executive or non-independent members of the Board or executive officers.
- The Board holds quarterly closed sessions, where all Board members meet without the presence of non-Board members, to discuss matters appropriate to such sessions, including organizational structure and the hiring and mandates of executive officers.
- There are regularly scheduled reviews at Board meetings of Logitech strategic and operational issues, including discussions of issues placed on the agenda by the non-executive members of the Board of Directors.
- The Board reviews and approves significant changes in Logitech's structure and organization, and is actively involved in significant transactions, including acquisitions, divestitures and major investments.
- All non-executive Board members have access, at their request, to all internal Logitech information.
- The head of the Internal Audit function reports to the Audit Committee.

The Board's Role in Risk Oversight

One of the Board's functions is oversight of risk management at Logitech. "Risk" is inherent in business, and the Board seeks to understand and advise on risk in conjunction with the activities of the Board and the Board's Committees.

The largest risk in any business typically is that the products and services it offers will not be met by customer demand, because of poor strategy, poor execution, lack of competitiveness, or some combination of these or other factors. The Board implements its risk oversight responsibilities, at the highest level, through regular reviews of the Company's business, product strategy and competitive position, and through management and organizational reviews, evaluations and succession planning.

Within the broad strategic framework established by the Board, management is responsible for: identifying risk and risk controls related to significant business activities; mapping the risks to company strategy; and developing programs and recommendations to determine the sufficiency of risk identification, the balance of potential risk to potential reward and the appropriate manner in which to control risk.

The Board's risk oversight role is implemented at the full Board level, and also in individual Board Committees. The full Board receives specific reports on enterprise risk management, in which the identification and control of risk are the primary topics of the discussion. Presentations and other information for the Board and Board Committees generally identify and discuss relevant risk and risk control; and the Board members assess and oversee the risks as a part of

Corporate Governance and Board of Directors Matters

their review of the related business, financial, or other activity of the Company. The Compensation Committee oversees issues related to the design and risk controls of compensation programs. The Audit Committee oversees issues related to internal control over financial reporting and Logitech's risk tolerance in cash-management investments. The Technology and Innovation Committee oversees the Company's cybersecurity, information security and other technology risks, controls and procedures, including review of the Company's current threat landscape, strategy to mitigate cybersecurity, information security and other technology risks, and critical incident response plans. The Board's role in oversight does not have a direct impact on the Board's leadership structure, which is discussed above.

Board Oversight of Environmental, Social and Governance (ESG)

We believe that full board oversight is important to ensure that ESG is part of, and aligned with, our overall Company strategy. As a result, our Board oversees our ESG programs, with support at the committee level. Our ESG programs include, but are not limited to, sustainability, human rights and labor, privacy and security, human capital resources, including diversity and inclusion, and governance practices.

To support the Board in its oversight efforts, in 2021, as part of the enhancement of its role, the Nominating and Governance Committee was tasked with evaluating and advising on the Board's process and cadence for oversight of the Company's ESG strategy.

Board Meetings

The Chairperson sets the agenda for Board meetings, in coordination with the Chief Executive Officer. Any member of the Board of Directors may request that a meeting of the Board be convened. The directors receive materials in advance of Board meetings allowing them to prepare for the handling of the items on the agenda.

The Chairperson and Chief Executive Officer recommend executive officers or other members of senior management who, at the invitation of the Board, attend portions of each quarterly Board meeting to report on areas of the business within their responsibility. Infrequently, the Board may also receive reports from external consultants such as executive search or succession experts, financial advisors or outside legal experts to assist the Board on matters it is considering.

The Board typically holds a regularly scheduled Board meeting each quarter for a review and discussion of the Company, its strategy or both, which lasts a full day to a day-and-a-half and in which all directors participate in person except in special individual circumstances. During the COVID-19 pandemic, the Board has been holding meetings by video and teleconference. In addition, the Chief Executive Officer and Chief Financial Officer provide a quarterly update to the Board prior to each earnings announcement. Additional meetings of the Board may be held by teleconference or video conference and the duration of such meetings varies depending on the subject matters considered.

Emergency Resolutions

In case of emergency, the Chairperson of the Board may have the power to pass resolutions which would otherwise be the responsibility of the Board. Decisions by the Chairperson of the Board made in this manner are subject to ratification by the Board of Directors at its next meeting or by way of written consent. No such emergency resolutions were passed during fiscal year 2021.

Independent Director Sessions

The Board of Directors has adopted a policy of regularly scheduled sessions of Board meetings where the independent directors meet to consider matters without management or non-independent directors present. During fiscal year 2021, separate sessions of the independent directors were held at four separate meetings.

Board Effectiveness

Our Board of Directors and Board Committees perform annual self-assessments to evaluate their effectiveness in fulfilling their obligations.

Corporate Governance and Board of Directors Matters

Board Committees

The Board has standing Audit, Compensation, Nominating and Governance, and Technology and Innovation Committees to assist the Board in carrying out its duties. Each of the Board committees is composed entirely of directors that are independent in accordance with the published listing requirements of the Nasdaq Stock Market and Swiss corporate governance best practices guidelines. At each quarterly Board meeting, each applicable Board Committee reports to the full Board on the substance of the Committee's meetings, if any, during the quarter.

Each Committee has a written charter approved by the Board. The chair of each Committee determines the Committee's meeting agenda. The Board Committee members receive materials in advance of Committee meetings allowing them to prepare for the meeting. The Charters of each Board Committee are available on Logitech's Investor Relations website at <http://ir.logitech.com>. Each of the Audit, Compensation and Nominating and Governance Committees has the authority to engage outside experts, advisors and counsel to the extent it considers appropriate to assist the Committee in its work. The members of the Committees are identified in the following table:

Director	Audit	Compensation	Nominating and Governance	Technology and Innovation
Patrick Aebischer			X	X
Wendy Becker			Chair	
Edouard Bugnion		X		Chair
Riet Cadonau		X		
Bracken Darrell				
Guy Gecht				X
Didier Hirsch	Chair		X	
Neil Hunt		X		X
Marjorie Lao	X			
Neela Montgomery	X			
Michael Polk		Chair	X	
Deborah Thomas	X			

Corporate Governance and Board of Directors Matters

Attendance at Board, Committee and Annual Shareholders' Meetings

In fiscal year 2021 the Board met six times, five of which were regularly scheduled meetings. In addition, the Audit Committee met nine times, the Compensation Committee met seven times, the Nominating and Governance Committee met five times, and the Technology and Innovation Committee met five times. In addition to its meetings, the Board took five actions for approval by written consent during fiscal year 2021. We expect each director to attend each meeting of the Board and the Committees on which he or she serves, and also expect them to attend the Annual General Meeting of shareholders. Due to the limitations caused by the COVID-19 pandemic, only two of our directors attended the 2020 Annual General Meeting in person and our Chairperson attended by videoconference. All of the incumbent directors attended at least 75% of the meetings of the Board and the Committees on which he or she served. Detailed attendance information for Board and Board Committee meetings during fiscal year 2021 is as follows:

	Board of Directors	Audit Committee	Compensation Committee	Nominating Committee	Technology and Innovation Committee
# of meetings held	6	9	7	5	5
Patrick Aebischer	6			5	5
Wendy Becker	6			5	
Edouard Bugnion	6		7		5
Bracken Darrell	6				
Guerrino De Luca ⁽¹⁾	3				
Guy Gecht	6				5
Didier Hirsch	6	9		4	
Neil Hunt	6		7		5
Marjorie Lao	6	9			
Neela Montgomery	6	9			
Michael Polk ⁽²⁾	6		7	3	
Deborah Thomas ⁽³⁾⁽⁴⁾	4	4			

(1) Mr. De Luca did not stand for re-election to the Board at the Annual General Meeting on September 9, 2020. He attended all three of the Board meetings that were held prior to the 2020 Annual General Meeting (noting that a portion of the September 2020 Board meeting was held prior to the 2020 Annual General Meeting).

(2) Mr. Polk was appointed to the Nominating and Governance Committee as of September 9, 2020, and he attended all three of the Nominating and Governance Committee meetings that were held after that date.

(3) Ms. Thomas was elected to the Board as of the Annual General Meeting on September 9, 2020, and she attended all four of the Board meetings that were held after the 2020 Annual General Meeting (noting that a portion of the September 2020 Board meeting was held following the 2020 Annual General Meeting).

(4) Ms. Thomas was appointed to the Audit Committee as of September 9, 2020, and she attended all four of the Audit Committee meetings that were held after the 2020 Annual General Meeting.

Note: Riet Cadonau was elected to the Board and to the Compensation Committee at the Annual General Meeting in September 2020 but, as reported at the time of his nomination and election, he did not join the Board until April 1, 2021 and did not attend any meetings in fiscal year 2021 as a member of the Board or any committee of the Board.

Corporate Governance and Board of Directors Matters

Audit Committee

The Audit Committee is appointed by the Board to assist the Board in monitoring the Company's financial accounting, controls, planning and reporting. It is composed of only non-executive, independent Board members. Among its duties, the Audit Committee:

- reviews the adequacy of the Company's internal controls and disclosure controls and procedures;
- reviews the independence, fee arrangements, audit scope, and performance of the Company's independent auditors, and recommends the appointment or replacement of independent auditors to the Board of Directors;
- reviews and approves all non-audit work to be performed by the independent auditors;
- reviews the scope of Logitech's internal auditing and the adequacy of the organizational structure and qualifications of the internal auditing staff;
- oversees the Company's Code of Conduct and related compliance activities;
- reviews, before release, the quarterly results and interim financial data;
- reviews with management and the independent auditors the Company's major financial risk exposures and the steps management has taken to monitor and control those exposures, including the Company's guidelines and policies with respect to risk assessment and risk management; and
- reviews, before release, the audited financial statements and "Management's Discussion and Analysis of Financial Condition and Results of Operations" and recommends that the Board of Directors include the audited financial statements in the annual report made available to shareholders.

The Audit Committee currently consists of Mr. Hirsch, Chairperson, Ms. Lao, Ms. Montgomery and Ms. Thomas. Following Mr. Hirsch's departure from the Board, effective as of the 2021 Annual General Meeting, the Board of Directors has appointed Ms. Thomas as the Audit Committee Chairperson and Mr. Gecht as a member of the Audit Committee and expects that Ms. Montgomery will rotate off the Audit Committee. The Board has determined that each member of the Audit Committee, as well as Mr. Gecht, meets the independence requirements of the Nasdaq Stock Market listing standards and the applicable rules and regulations of the SEC. In addition, the Board has determined that Mr. Hirsch, Ms. Lao, Ms. Montgomery, Ms. Thomas and Mr. Gecht are audit committee financial experts as defined by the applicable rules and regulations of the SEC.

The Audit Committee met nine times in fiscal year 2021. Four of the meetings were held by video and teleconference (as a result of COVID-19) on the day of or during the week prior to the regularly scheduled quarterly Board meetings, for approximately two-and-a-half to three-and-a-half hours, and four of the meetings were held by video and teleconference, for approximately one hour or more preceding the Company's quarterly reports of financial results. The Committee received reports and presentations before the meetings in order to allow them time to prepare adequately. At the Committee's invitation, the Company's Chief Financial Officer, Corporate Controller, Head of Internal Audit, and General Counsel, Deputy General Counsel or Associate General Counsel attended each meeting, and representatives from the Company's auditors and independent registered public accounting firm, KPMG AG and KPMG LLP, respectively, also attended all nine of the meetings. Other members of the Board, including the Chairperson, and management, including the Chief Executive Officer, also participated in certain meetings. Four meetings also included separate sessions with representatives of the auditors and independent registered public accounting firm and with the Head of Internal Audit and five meetings included a separate session with the Chief Financial Officer or other representatives of management.

Compensation Committee

The Compensation Committee reviews and approves, or recommends to the Board for approval, the compensation of executive officers and Board members and Logitech's compensation policies and programs, including share-based compensation programs and other incentive-based compensation. Within the guidelines established by the Board and the limits set forth in the Company's employee equity incentive plans, the Compensation Committee also has the authority to grant equity incentive awards to employees without further Board approval. The Committee is composed of only non-executive, independent Board members.

The Compensation Committee currently consists of Mr. Polk, Chairperson, Dr. Bugnion, Mr. Cadonau and Dr. Hunt. The Board of Directors has nominated Ms. Neela Montgomery to be elected to the Compensation Committee at the 2021 Annual General Meeting. The Board of Directors has determined that each member of the Compensation Committee, as well as Ms. Montgomery, meets the independence requirements of the Nasdaq Stock Market listing standards.

Corporate Governance and Board of Directors Matters

The Compensation Committee met seven times in fiscal year 2021. Four of the meetings were held by video and teleconference (as a result of COVID-19) on the day of or during the week prior to the regularly scheduled quarterly Board meeting, for approximately one to four hours, and three meetings were held by video and teleconference for approximately one hour or less. The Committee received reports and presentations before the meetings in order to allow them time to prepare adequately. At the Committee's invitation, the Company's Head of People & Culture and Head of Total Rewards and the Committee's independent advisors from Agnès Blust Consulting attended each meeting, and the Committee's independent advisors from Compensia attended six of the seven meetings. Other members of the Board, including the Chairperson, also participated in certain meetings.

In addition to its meetings, the Committee took four actions for approval by written consent during fiscal year 2021.

Please refer to the Company's Compensation Report for Fiscal Year 2021 for further information on the Compensation Committee's criteria and process for evaluating executive compensation.

Nominating and Governance Committee

The Nominating and Governance Committee is composed of only non-executive, independent directors. Among its duties, the Nominating and Governance Committee:

- evaluates the composition and size of the Board of Directors and its Committees, determines future requirements and makes recommendations to the Board of Directors for approval;
- determines on an annual basis the desired Board qualifications and expertise and conducts searches for potential directors with these attributes;
- evaluates and makes recommendations of nominees for election to the Board of Directors, as Chairperson of the Board, and to the Compensation Committee;
- evaluates and makes recommendations to the Board concerning the appointment of directors to Board Committees and the selection of Board Committee chairs;
- evaluates and makes recommendations to the Board concerning succession planning for the Company's Chairperson, Board Committee leaderships roles, Chief Executive Officer of the Company and key leadership roles;
- reviews developments relating to corporate governance and reviews and makes recommendations to the Board regarding changes to the Company's Corporate Governance Principles and other corporate governance-related documents as appropriate;
- evaluates and advises on the Board's process and cadence for oversight of the Company's environmental, social and governance (ESG) strategy;
- reviews directors' membership on the boards of directors or senior leadership of other companies or organizations and evaluates and makes recommendations to the Board regarding service by the Company's Chief Executive Officer and other Group Management Team members on the boards of directors or senior leadership of other companies or organizations; and
- considers any questions of actual or potential conflicts of interest of Board members and Group Management Team members.

The Nominating and Governance Committee typically retains an executive search firm to assist with the identification and evaluation of prospective Board nominees based on criteria established by the Committee. For information on the Nominating and Governance Committee's policies with respect to director nominations please see "Elections to the Board of Directors" above.

The Nominating and Governance Committee currently consists of Ms. Becker, Chairperson, Dr. Aebischer, Mr. Hirsch and Mr. Polk. The Board has determined that each member of the Nominating and Governance Committee meets the independence requirements of the Nasdaq Stock Market listing standards. Upon the Committee's recommendation of nominees for election to the Board of Directors, the nominees are presented to the full Board. Nominees are then selected by a majority of the independent members of the Board. The Nominating and Governance Committee met five times in fiscal year 2021. The meetings were held by video and teleconference and lasted approximately half-an-hour to two hours.

Technology and Innovation Committee

The Technology and Innovation Committee is composed of at least two members. Among its duties, the Technology and Innovation Committee:

Corporate Governance and Board of Directors Matters

- reviews the Company's technology plans and strategies;
- monitors existing and future trends in technology related to the Company's business and advises the Board and the Company's senior technology management team with respect to such trends;
- reviews the Company's approaches to acquiring and maintaining the Company's technology position;
- meets with the Company's senior technology management team to review the Company's internal technology development and product innovation activities and provide input; and
- reviews the Company's cybersecurity, information security and other technology risks, controls and procedures.

The Technology and Innovation Committee currently consists of Dr. Bugnion, Chairperson, Dr. Aebischer, Mr. Gecht and Dr. Hunt, all of whom have advanced technical degrees and have been Chief Technology Officers at technology companies or have founded or managed technology companies. The Technology and Innovation Committee met five times in fiscal year 2021. The meetings were held by video and teleconference and lasted approximately one to two-and-a-half hours. The Committee received reports and presentations before the meetings in order to allow them time to prepare adequately. At the Committee's invitation, the Company's Chief Technology Officer attended each meeting. Other members of the Board, including the Chairperson, and management, including the Chief Executive Officer, also participated in each meeting.

Corporate Governance and Board of Directors Matters

Compensation Committee Interlocks and Insider Participation

None of the members of the Compensation Committee has been an officer or employee of Logitech. None of our executive officers serves on the board of directors or compensation committee of a company that has an executive officer that serves on our Board of Directors.

Communications with the Board of Directors

Shareholders may contact the Board of Directors about bona fide issues or questions about Logitech by sending an email to generalcounsel@logitech.com or by writing the Corporate Secretary at the following address:

Logitech International S.A.
Attn: Corporate Secretary
EPFL - Quartier de l'Innovation
Daniel Borel Innovation Center
1015 Lausanne, Switzerland

All such shareholder communications will be forwarded to the appropriate member or members of the Board of Directors or, if none is specified, to the Chairperson of the Board of Directors.

Security Ownership

Security Ownership of Certain Beneficial Owners and Management as of June 30, 2021

In accordance with the proxy statement rules under U.S. securities laws, the following table shows the number of our shares beneficially owned as of June 30, 2021 by:

- each person or group known by Logitech, based on filings pursuant to Section 13(d) or (g) under the U.S. Securities Exchange Act of 1934 or notifications to the Company under applicable Swiss laws, to own beneficially more than 5% of our outstanding shares as of June 30, 2021;
- each director and each nominee for director;
- the persons named in the Summary Compensation Table in the Compensation Report (the “named executive officers”); and
- all directors and current executive officers as a group.

	Number of Shares Owned ⁽²⁾	Shares that May be Acquired Within 60 Days ⁽³⁾	Total Beneficial Ownership	Total as a Percentage of Shares Outstanding ⁽⁴⁾
5% Shareholders:⁽¹⁾				
BlackRock, Inc. ⁽⁵⁾	12,444,279	—	12,444,279	7.4 %
Directors, not including the CEO:				
Patrick Aebischer	17,373	—	17,373	*
Wendy Becker	12,724	—	12,724	*
Edouard Bugnion	32,688	—	32,688	*
Riet Cadonau ⁽⁶⁾	—	—	—	*
Guy Gecht	3,437	—	3,437	*
Didier Hirsch	3,736	—	3,736	*
Neil Hunt	66,440	—	66,440	*
Marjorie Lao	5,908	—	5,908	*
Neela Montgomery	5,632	—	5,632	*
Michael Polk	4,615	—	4,615	*
Deborah Thomas ⁽⁶⁾	—	—	—	*
Named Executive Officers:				
Prakash Arunkundrum ⁽⁷⁾	27,219	22,462	49,681	*
Bracken Darrell	787,324	—	787,324	*
Samantha Harnett ⁽⁸⁾	—	4,118	4,118	*
Nate Olmstead	4,111	12,463	16,574	*
Current Directors and Executive Officers				
as a Group (15)	971,207	39,043	1,010,250	*

* Less than 1%

(1) Unless otherwise indicated, the address for each beneficial owner listed in this table is c/o Logitech International S.A., EPFL, Quartier de l'Innovation, Daniel Borel Innovation Center, 1015 Lausanne, Switzerland or c/o Logitech Inc., 7700 Gateway Boulevard, Newark, California 94560, USA.

Security Ownership

- (2) *To Logitech's knowledge, except as otherwise noted in the footnotes to this table, each director and executive officer has sole voting and investment power over the shares reported as beneficially owned in accordance with SEC rules, subject to community property laws where applicable.*
- (3) *Includes shares represented by vested, unexercised options as of June 30, 2021 and options and restricted stock units that are expected to vest within 60 days after June 30, 2021. These shares are deemed to be outstanding for the purpose of computing the percentage ownership of the person holding the options or restricted stock units, but are not treated as outstanding for the purpose of computing the percentage ownership of any other person.*
- (4) *Based on 168,699,981 shares outstanding on June 30, 2021 (173,106,620 shares outstanding less 4,406,639 treasury shares outstanding).*
- (5) *The number of shares held by BlackRock, Inc. is based on the number of shares reported as beneficially owned by BlackRock, Inc. and its subsidiaries on a Schedule 13G filed with the U.S. Securities and Exchange Commission on January 29, 2021. The address of BlackRock, Inc. is 55 East 52nd Street, New York, NY 10055.*
- (6) *Riet Cadonau and Deborah Thomas were first elected as directors of the Company at the Annual General Meeting on September 9, 2020. As reported at the time of his nomination and election, Mr. Cadonau did not join the Board until April 1, 2021.*
- (7) *Prakash Arunkundrum was designated as a member of the Group Management Team and as an executive officer on May 27, 2020.*
- (8) *Samantha Harnett was designated as a member of the Group Management Team and as an executive officer on July 1, 2020.*

Share Ownership Guidelines

Members of the Board of Directors and executive officers and other officers who report directly to the Chief Executive Officer are subject to share ownership guidelines.

Each director is required to own Logitech shares with a market value equal to 5 times the annual Board retainer under guidelines adopted by the Board in June 2006, revised in June 2013 and June 2019 (effective as of September 4, 2019), and recently revised again in July 2020. Directors are required to achieve this ownership within five years of joining the Board, or, in the case of directors serving at the time the revised guidelines were adopted in 2019, within five years of the effective date of adoption of the guidelines. If a director has not met the ownership guideline by the end of the five-year period or is below the guideline at any time after the five-year period, one-half of the director's annual Board retainer will be paid in Logitech shares until the ownership guideline has been satisfied. After reaching the share ownership guideline and then falling below the guideline solely as a result of Logitech's stock price dropping, the director will have until the later of the original five-year period or up to two years from falling below the guideline to return to compliance with the guideline. The guidelines will be adjusted to reflect any capital adjustments, and will be reevaluated by the Board from time to time. As of June 30, 2021, each director had either satisfied these ownership guidelines or had time remaining to do so.

The Compensation Committee adopted share ownership guidelines for executive officers and other officers who report directly to the Chief Executive Officer or President effective September 2008, and most recently revised in June 2021. These guidelines now apply to executive officers and other officers who report directly to the Chief Executive Officer. These guidelines require:

- the Chief Executive Officer to hold a number of Logitech shares with a market value equal to 5 times his or her annual base salary;
- the Chief Financial Officer to hold a number of Logitech shares with a market value equal to 3 times his or her annual base salary;
- executive officers, other than the Chief Executive Officer and Chief Financial Officer, each to hold a number of Logitech shares with a market value equal to 2 times his or her respective annual base salary; and
- remaining officers who report directly to the Chief Executive Officer each to hold a number of Logitech shares with a market value equal to his or her respective annual base salary.

Security Ownership

Each officer subject to the guidelines is required to achieve his or her applicable guideline within five years of being appointed to the position making him or her subject to the guideline, or, in the case of such officers serving at the time the guidelines were originally adopted, within five years of the effective date of adoption of the guidelines. The ownership guideline may be met only through owned shares. If the ownership guideline is not met within five years or if the officer is below the guideline at any time after the five-year period, the Chief Executive Officer must hold 100% of his or her after-tax shares resulting from equity incentive awards until the guideline is reached, and all other executive officers and Chief Executive Officer direct reports must hold at least 50% of the net shares resulting from equity incentive awards until the guideline is reached. In addition, if the ownership guideline is not met or if the officer is below the guideline at any time after the five-year period, the officer will have 50% of the after-tax value of any earned bonuses under the Leadership Team Bonus Program paid in fully vested Logitech shares. After reaching the share ownership guideline and then falling below the guideline solely as a result of Logitech's stock price dropping, the officer will have until the later of the original five-year period or up to two years from falling below the guideline to return to compliance with the guideline. The guidelines will be adjusted to reflect any capital adjustments, and will be re-evaluated by the Compensation Committee from time to time. As of June 30, 2021, all of the executive officers and other officers who report directly to Chief Executive Officer had either satisfied these ownership guidelines or had time remaining to do so.

Certain Relationships and Related Transactions

Our Policies

It is our policy that all employees must not engage in any activities which could conflict with Logitech's business interests, which could adversely affect its reputation or which could interfere with the fulfillment of the responsibilities of the employee's job, which at all times must be performed in the best interests of Logitech. In addition, Logitech employees may not use their position with Logitech, or Logitech's information or assets, for their personal gain or for the improper benefit of others. These policies are included in our Code of Conduct, which covers our directors, executive officers and other employees. If in a particular circumstance the Board concludes that there is or may be a perceived conflict of interest, the Board will instruct our Legal department to work with our relevant business units to determine if there is a conflict of interest. Any waivers to these conflict rules with regard to a director or executive officer require the prior approval of the Board, and any transaction that is a related party transaction under U.S. securities laws must be approved by the Audit Committee or another independent committee of the Board.

Nasdaq Rules and Swiss Best Corporate Governance Practices

Nasdaq rules defining "independent" director status also govern conflict of interest situations, as do Swiss best corporate governance principles published by *economiesuisse*, a leading Swiss business organization. As discussed above, the Board of Directors has determined that each of our directors and director nominees, other than Mr. Darrell, qualifies as "independent" in accordance with the Nasdaq rules. The Nasdaq rules include a series of objective tests that would not allow a director to be considered independent if the director has or has had certain employment, business or family relationships with the company. The Nasdaq independence definition also includes a requirement that the Board review the relations between each independent director and the company on a subjective basis. In accordance with that review, the Board has made a subjective determination as to each independent director that no relationships exist that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director.

SEC Rules

In addition to the Logitech and Nasdaq policies and rules described above, the SEC has specific disclosure requirements covering certain types of transactions involving Logitech and a director or executive officer or persons and entities affiliated with them.

Logitech has a long-standing relationship with the École Polytechnique Fédérale de Lausanne (EPFL) and has based its Swiss headquarters on the EPFL campus since 2013. In fiscal year 2021, we did approximately USD 2.9 million of business with the EPFL and the EPFL Innovation Park, a foundation controlled by the EPFL and other entities. The payments primarily covered our office lease and related payments. We also engaged in research projects, event and organization sponsorships, and other projects with the EPFL. In September 2016, Patrick Aebischer, the President of the EPFL, joined our board of directors. Dr. Aebischer retired as President of the EPFL at the end of December 2016. From January 2017 to December 2020, Edouard Bugnion, one of our non-employee directors, was Vice President for Information Systems at the EPFL. Dr. Aebischer and Dr. Bugnion are also professors at the EPFL.

Other than the EPFL, since April 1, 2020 we have not been a party to, and we have no plans to be a party to, any transaction or series of similar transactions in which the amount involved exceeded or will exceed USD 120,000 and in which any current director, director nominee, executive officer, holder of more than 5% of our shares, or any member of the immediate family of any of the foregoing, had or will have a direct or indirect material interest.

We have entered into an indemnification agreement with each of our directors and executive officers. The indemnification agreements require us to indemnify our directors and officers to the fullest extent permitted by Swiss and California law.

None of the following persons has been indebted to Logitech or its subsidiaries at any time since the beginning of fiscal year 2021: any of our directors or executive officers; any nominee for election as a director; any member of the immediate family of any of our directors, executive officers or nominees for director; any corporation or organization of which any of our directors, executive officers or nominees is an executive officer or partner or is, directly or indirectly, the beneficial owner of 10% or more of any class of equity securities (except trade debt entered into in the ordinary course of business); and any trust or other estate in which any of the directors, executive officers or nominees for director has a substantial beneficial interest or for which such person serves as a trustee or in a similar capacity.

Independent Auditors

Under Logitech's Articles of Incorporation, the shareholders elect or re-elect the Company's independent auditors each year at the Annual General Meeting.

Logitech's independent auditors for fiscal year 2021 were KPMG AG, Zurich, Switzerland. KPMG AG assumed its first audit mandate for Logitech in fiscal year 2015. They were elected by the shareholders as Logitech's auditors at the Annual General Meeting in December 2014 and re-elected at the Annual General Meetings in September 2015, September 2016, September 2017, September 2018, September 2019, and September 2020. For purposes of U.S. securities law reporting, KPMG LLP, San Francisco, California, served as the Company's independent registered public accounting firm for fiscal year 2021. Together, KPMG AG and KPMG LLP are referred to as "KPMG." As appointed by the Board, the Audit Committee is responsible for supervising the performance of the Company's independent auditors, and recommends the election or replacement of the independent auditors to the Board of Directors.

Representatives of KPMG were invited to attend all regular meetings of the Audit Committee. During fiscal year 2021, KPMG representatives attended all of the Audit Committee meetings. The Committee met separately four times with representatives of KPMG in closed sessions of Committee meetings.

On a quarterly basis, KPMG reports on the findings of their audit and/or review work including their audit of Logitech's internal control over financial reporting. These reports include their assessment of critical accounting policies and practices used, alternative treatments of financial information discussed with management, and other material written communication between KPMG and management. At each quarterly Board meeting, the Audit Committee reports to the full Board on the substance of the Committee meetings during the quarter. On an annual basis, the Audit Committee approves KPMG's audit plan and evaluates the performance of KPMG and its senior representatives in fulfilling its responsibilities. Moreover, the Audit Committee recommends to the Board the appointment or replacement of the independent auditors, subject to shareholder approval. The Audit Committee reviews the annual report provided by KPMG as to its independence.

Audit and Non-Audit Fees

The following table sets forth the aggregate fees billed to us for the audit and other services provided by KPMG during the fiscal years ended March 31, 2021 and 2020 (in thousands):

	2021	2020
Audit fees ⁽¹⁾	\$ 3,278	\$ 3,835
Audit-related fees ⁽²⁾	380	213
Tax fees ⁽³⁾	183	175
Total	\$ 3,841	\$ 4,223

(1) *Audit fees.* This category includes fees for the audit of our financial statements in our Annual Report on Form 10-K, fees for the audit of our internal control over financial reporting in accordance with Section 404 of the Sarbanes-Oxley Act of 2002, fees for the review of the interim condensed financial statements in our Quarterly Reports on Form 10-Q, fees for the audit of our consolidated financial statements in connection with the Swiss SIX filing, and fees for the services that are normally provided by KPMG in connection with statutory and regulatory filings or other engagements and accounting related to acquisitions.

(2) *Audit-related fees.* This category includes fees for the due diligence services for mergers and acquisitions.

(3) *Tax fees.* This category includes fees related to the 2020 and 2019 tax compliance and tax consulting services.

Independent Auditors

Pre-Approval Procedures and Policies

The Audit Committee pre-approves all audit and non-audit services provided by KPMG. This pre-approval must occur before the auditor is engaged. The Audit Committee pre-approves categories of non-audit services and a target fee associated with each category. Usage of KPMG fees against the target is presented to the Audit Committee at each in-person quarterly meeting, with additional amounts requested as needed. Services that last longer than a year must be re-approved by the Audit Committee.

The Audit Committee can delegate the pre-approval ability to a single independent member of the Audit Committee. The delegate must communicate all services approved at the next scheduled Audit Committee meeting. The Audit Committee or its delegate can pre-approve types of services to be performed by KPMG with a set dollar limit per type of service. The Corporate Controller is responsible for ensuring that the work performed is within the scope and dollar limit as approved by the Audit Committee. Management must report to the Audit Committee the status of each project or service provided by KPMG.

Report of the Audit Committee

The Audit Committee is responsible for overseeing Logitech's accounting and financial reporting processes and audits of Logitech's financial statements. The Audit Committee acts only in an oversight capacity and relies on the work and assurances of management, which has primary responsibility for Logitech's financial statements and reports, Logitech's internal auditors, as well as KPMG, Logitech's independent auditors, which is responsible for expressing an opinion on the conformity of Logitech's audited financial statements to generally accepted accounting principles and attesting to the effectiveness of Logitech's internal control over financial reporting.

The Board of Directors has adopted a written charter for the Audit Committee. A copy of the Charter can be found on our website at <http://ir.logitech.com>. To view the charter, select "Audit Committee Charter" under "Corporate Governance."

The Audit Committee has reviewed and discussed our audited financial statements for the fiscal year ended March 31, 2021, with our management. In addition, the Audit Committee has discussed with the independent auditors the matters required to be discussed by the applicable requirements of the Public Company Accounting Oversight Board.

The Audit Committee has received the written disclosures and the letter from the independent accountant required by applicable requirements of the Public Company Accounting Oversight Board regarding the independent accountant's communications with the Audit Committee concerning independence, and has discussed with the independent accountant the independent accountant's independence.

Based on the reviews and discussions referred to above, the Audit Committee recommended to the Board of Directors that the audited consolidated financial statements be included in Logitech's Annual Report on Form 10-K for the fiscal year ended March 31, 2021.

Submitted by the Audit Committee of the Board

Didier Hirsch, Chairperson
 Marjorie Lao
 Neela Montgomery
 Deborah Thomas

Delinquent Section 16(a) Reports

Section 16 of the Exchange Act requires Logitech's directors, executive officers and any persons who own more than 10% of Logitech's shares, to file initial reports of ownership and reports of changes in ownership with the SEC. Such persons are required by SEC regulation to furnish Logitech with copies of all Section 16(a) forms that they file. As a matter of practice, our administrative staff assists our executive officers and directors in preparing initial ownership reports and reporting ownership changes, and typically files these reports on their behalf.

We believe that all Section 16(a) filing requirements were met in fiscal year 2021.

Compensation Report for Fiscal Year 2021

This Compensation Report has been designed to comply with both the proxy statement disclosure rules under U.S. securities laws and Swiss regulations. For Swiss law purposes, this Report is supplemented by the Compensation Tables Audited Under Swiss Law prepared in compliance with the Ordinance against excessive compensation in stock exchange listed companies in Switzerland (the “Minder Ordinance”). This Report is an integrated part of our Annual Report, Invitation, and Proxy Statement for our 2021 Annual General Meeting.

Compensation Discussion and Analysis

This Compensation Discussion and Analysis is intended to assist our shareholders in understanding our executive compensation program by providing an overview of our executive compensation-related policies, practices, and decisions for fiscal year 2021. It also explains how we determined the material elements of compensation for our Chief Executive Officer, our Chief Financial Officer, and our other executive officers for fiscal year 2021, and who we refer to as our “Named Executive Officers.” For fiscal year 2021, our Named Executive Officers were:

- Bracken Darrell, President and Chief Executive Officer;
- Nate Olmstead, Chief Financial Officer;
- Prakash Arunkundrum, Head of Global Operations & Sustainability; and
- Samantha Harnett, General Counsel;

Prakash Arunkundrum, our Head of Global Operations & Sustainability, was designated as an executive officer in May 2020. Samantha Harnett joined Logitech as our General Counsel in June 2020 and was designated as an executive officer in July 2020.

Executive Summary

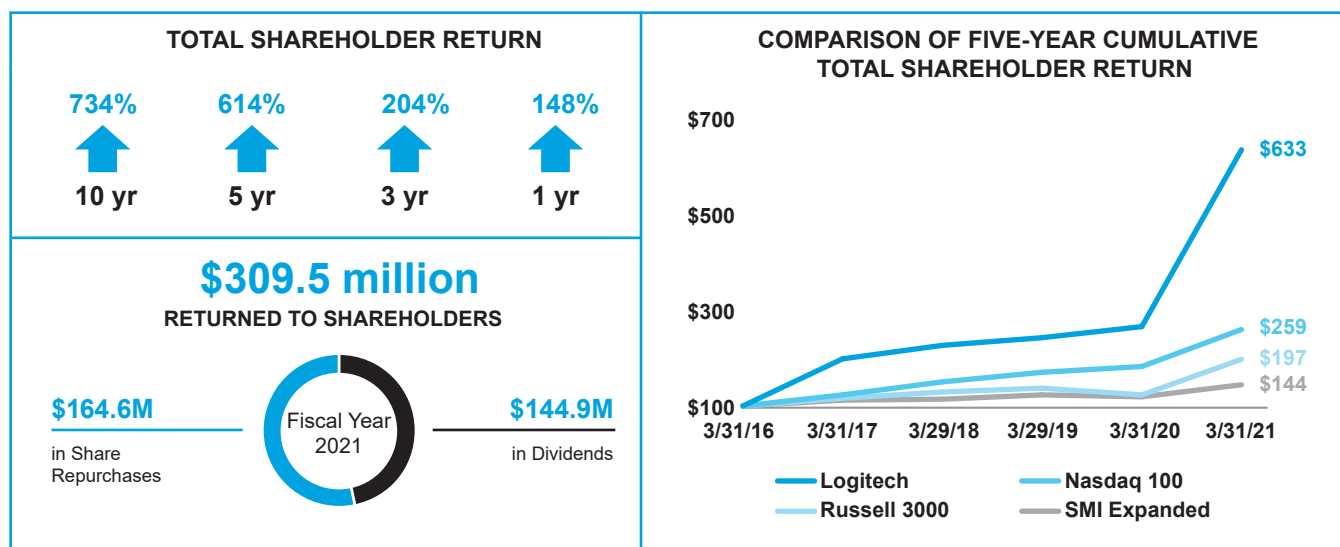
The Compensation Committee believes the design of our executive compensation program has met and will continue to meet our goal of providing our executives with market-competitive compensation packages that provide for above-market rewards when Logitech outperforms both our internal goals and the overall market, and limited rewards when Logitech’s performance does not meet these objectives. Overall, our Compensation Committee has developed an executive compensation program that it believes will provide an incentive to drive the Company’s performance and reward both our shareholders and our executives.

Fiscal Year 2021 Business Highlights

Logitech had a remarkable fiscal year 2021, demonstrating our resilient capabilities and the strength of our strategy.

- We delivered excellent financial performance with our highest ever fiscal year net sales at \$5.25 billion, up 76 percent over fiscal year 2020 net sales in U.S. dollars.
- We grew net sales across all of our regions and in most of our product categories, with particular momentum in Video Collaboration, Gaming, and PC Peripherals.
- Despite transitioning to a mostly-remote workforce in most locations and managing a challenging supply chain for parts and components, we were able to deliver volume increases with cost reductions across most of our product lines.
- Our total shareholder return for the period April 1, 2020 to March 31, 2021 was 148%, which outperformed the Nasdaq 100 Index, the Russell 3000 Index, and the SMI Expanded (the 50 companies with the highest capitalization in the Swiss equity market) for the same period. This performance continues our strong shareholder return over the last 5 years (614% as compared to 259% for the Nasdaq 100, 197% for the Russell 3000, and 144% for the SMI Expanded).

Compensation Report for Fiscal Year 2021



Please see the section entitled *Management's Discussion and Analysis of Financial Condition and Results of Operations* in our Annual Report for a more detailed discussion of our fiscal year 2021 financial results.

Executive Compensation Highlights

Enhancements to Our Compensation Program

Following our shareholder engagement process (discussed further below), we have committed to move all executive officers' equity compensation to 100% Performance-Based Units (PSUs). Due to the complexity of our Group Management Team Compensation Budget under our Articles and the Minder Ordinance, we expect to achieve that goal by fiscal year 2023. In the interim we have taken the following actions:

- Beginning in fiscal year 2021, we shifted our CEO's equity compensation to 100% PSUs.
- In fiscal year 2023 the remaining executive officers will receive 100% of their equity compensation in the form of PSUs and will no longer receive any time-based restricted stock units (RSUs).
- As an interim measure for our current fiscal year 2022 (which began April 1, 2021) and in response to shareholder feedback, we changed the vesting of the time-based RSUs granted to our executive officers (other than the CEO who did not receive RSUs) to 3-year cliff vesting rather than the 4-year annual vesting used in awards granted in and prior to fiscal year 2021.

Commitment to Sustainability

Beginning in our current fiscal year 2022 we have incorporated an environmental, social and governance (ESG) metric that will count towards 10% of our annual incentive plan that will be assessed as a composite based on five dimensions: net carbon reduction, carbon labeling, renewable electricity, design for sustainability principles, and external metric reporting. Details of these five dimensions will be provided in our fiscal year 2022 Compensation Report.

Impact of the Global Pandemic

Given the uncertainty of COVID-19 and the impact of the global pandemic on our business at the beginning of our fiscal year 2021 (April 1, 2020), the executive officers, other than the CEO, received 50% of their fiscal year 2021 equity award in PSUs and 50% in time-based RSUs to help mitigate some of the risk. We have restored the mix to 60% PSUs and 40% RSUs for fiscal year 2022 and will shift to 100% PSUs for all executive officers in fiscal year 2023.

Our business has performed significantly above our expectations for fiscal year 2021 and as compared to previous years. As a result, we far exceeded maximum performance levels in our annual incentive plan and our long-term incentive plan cycle completed in fiscal year 2021.

Compensation Report for Fiscal Year 2021

Changes Undertaken Based on Shareholder Feedback

In connection with the design of our long-term incentive program the Compensation Committee incorporated feedback we received from our shareholders in 2019 and 2020, as described in the table below.

OUR RESPONSE TO SHAREHOLDER FEEDBACK

WHAT WE HEARD	OUR ACTIONS	WHY
Some of our shareholders indicated they prefer that our CEO's long-term incentive awards be performance-based.	Granted our CEO 100% PSUs in fiscal year 2021 and eliminated use of time-based RSUs for our CEO.	To further strengthen the alignment with shareholders' interests and the pay-for-performance connection.
Some of our shareholders indicated they are concerned with the use of time-based long-term incentive awards that vest in less than 3 years or without performance criteria.	Granted our CEO 100% PSUs in fiscal year 2021. Beginning in fiscal year 2023, all executive officers will be granted 100% PSUs and we will eliminate the use of time-based RSUs in the annual grant for all executive officers. As in interim measure, in fiscal year 2022, we granted our executive officers (other than the CEO who did not receive RSUs) 60% PSUs with the remaining 40% granted as time-based RSUs with 3-year cliff-vesting.	Alignment with our CEO and to further strengthen the alignment with shareholders' interests and the pay-for-performance connection.
Some of our shareholders indicated they prefer one-off or replacement awards to be granted with performance conditions.	As a general practice we do not grant one-off awards without performance conditions. However, we do consider one-off awards when we hire executives to replace forfeited equity from their prior employer as permitted under the Minder Ordinance.	As a Swiss company, our compensation practices are in compliance with the Minder Ordinance which allows replacement of forfeited compensation on a like-for-like basis.
Some of our shareholders are concerned that the absolute level of compensation for our CEO is too high.	Each year the Compensation Committee engages compensation consultants to provide information and analysis on our compensation program to assist them in assessing the levels of overall compensation and each element of compensation for our CEO and other executive officers.	While the compensation levels and pay mix differ from Swiss standards, our executive officer compensation levels are in line with the tech market in Silicon Valley where we compete for executive talent and with our compensation peer group. And in fiscal year 2021, we outperformed in such a way that the CEO received the maximum payout in his annual bonus.

Compensation Report for Fiscal Year 2021

Summary of Fiscal Year 2021 Compensation Actions

The incentives created by our executive compensation program help to drive strong performance and have contributed to our growth and shareholder value creation and demonstrate our commitment to pay-for-performance. Consistent with our strong performance and compensation philosophy, the Compensation Committee took the following compensation actions for our executive officers for fiscal year 2021:

Named Executive Officer	FY 2021 Base Salary Increase from FY 2020	FY 2021 Annual Bonus as a Percentage of Target Bonus	FY 2019-2021 Performance-Based Units Vesting Level	FY 2021 Annual Performance-Based Restricted Stock Units Awards (Grant Date Approved Value ¹)	FY 2021 Annual Time-Based Restricted Stock Units Awards (Grant Date Approved Value ¹)
Bracken Darrell	5%	200%	200%	\$6,750,000	\$0
Nate Olmstead	10%	200%	200%	\$775,000	\$775,000
Prakash Arunkundrum	n/a	200%	200%	\$750,000	\$750,000
Samantha Harnett	n/a	200%	200%	\$0	\$1,100,000

1. Reflects equity grant value approved by the Compensation Committee for each executive officer which may differ from the accounting Grant Date Fair Value reflected in the Summary Compensation Table. This Grant Date Approved Value was converted to a number of shares based on the closing price of our registered shares on the grant date, rounded up to the nearest whole share.
2. In fiscal year 2021, Samantha Harnett joined Logitech as our new General Counsel and received a one-time RSU grant to replace unvested equity forfeited at her prior employer.

Emphasis on Variable and Performance-Based Compensation

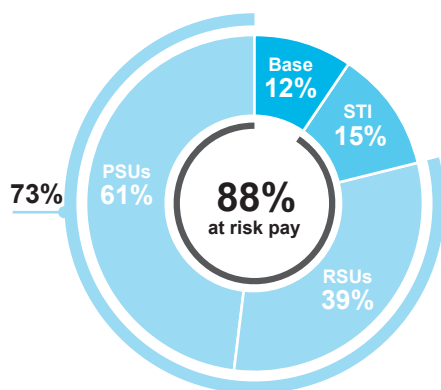
The annual compensation of our executive officers varies from year to year based on our corporate financial and operational results and individual performance. Our executive compensation program emphasizes “variable” performance-based pay over “fixed” pay and seeks to balance short-term and long-term incentives as well as performance-based and time-based incentives.

In fiscal year 2021, the overwhelming majority (89%) of the target total direct compensation of our CEO consisted of performance-based pay, including cash awarded under our annual bonus plan and long-term incentives in the form of 100% performance-based equity awards for which value is based on achievement of pre-established performance criteria.

Fixed pay, primarily consisting of base salary, made up only 11% of our CEO's target total direct compensation in fiscal year 2021.

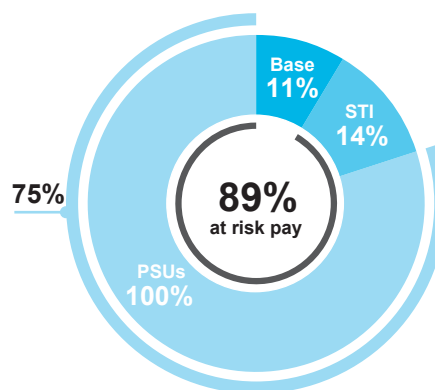
The following charts show the percentages of target “variable” at risk pay versus target “fixed” pay and the composition of long-term equity incentives awarded to our CEO for fiscal year 2020 and 2021:

FY2020 CEO TARGET COMPENSATION MIX



- Base Salary
 - Annual Performance-based Cash Compensation (STI)
 - Long-term Equity Incentives (LTI)
- PSUs: Performance-Based Restricted Stock Units
RSUs: Time-based Restricted Stock Units

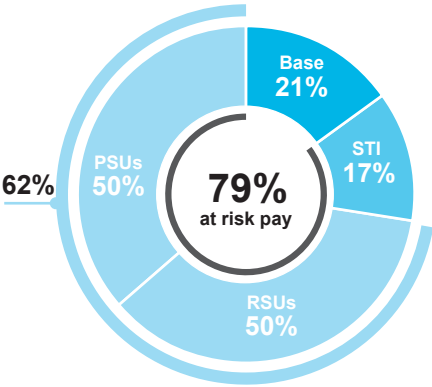
FY2021 CEO TARGET COMPENSATION MIX



Compensation Report for Fiscal Year 2021

This same philosophy was applied to our other executive officers. The following charts show the percentages of target "variable" at risk pay versus target "fixed" pay for fiscal year 2021:

FY2021 OTHER NEO TARGET COMPENSATION MIX



Other NEO Target Compensation Mix excludes Samantha Harnett hired in June 2020 as General Counsel

Compensation Report for Fiscal Year 2021

Executive Compensation Best Practices

We strive to maintain sound executive compensation policies and practices, including compensation-related corporate governance standards, consistent with our executive compensation philosophy. We have the following executive compensation policies and practices in place, including both those that we have implemented to drive performance and those that either prohibit or minimize behaviors that we do not believe serve our shareholders' long-term interests:

What We Do

- ✓ **Compensation Committee Independence** – Our Board of Directors maintains a Compensation Committee comprised solely of independent directors.
- ✓ **Independent Compensation Committee Advisors** – The Compensation Committee engages and retains its own independent advisors and reviews their independence annually.
- ✓ **Annual Compensation Review** – The Compensation Committee conducts an annual review of our executive compensation philosophy and strategy, including a review of the compensation peer group and other information used for comparative purposes.
- ✓ **Compensation-Related Risk Assessment** – The Compensation Committee conducts an annual evaluation of our compensation programs, policies, and practices, to ensure that they are designed to reflect an appropriate level of risk-taking but do not encourage our employees to take excessive or unnecessary risks that could have a material adverse impact on the Company.
- ✓ **Emphasize Performance-based Incentive Compensation** – The Compensation Committee designs our executive compensation program to use performance-based short-term and long-term incentive compensation awards to align the interests of our executive officers with the interests of our shareholders.
- ✓ **Emphasize Long-Term Equity Compensation** – The Compensation Committee uses equity awards to deliver long-term incentive compensation opportunities to our executive officers. These equity awards vest or may be earned over multi-year periods, which better serves our long-term value creation goals and retention objectives.
- ✓ **Limited Executive Perquisites** – We generally do not provide perquisites or other personal benefits to our executive officers. The executive officers participate in our health and welfare benefit programs on the same basis as all of our employees.
- ✓ **Stock Ownership Policy** – We maintain a stock ownership policy for our directors and executive officers which requires each of them to own a specified amount of our registered shares as a multiple of their base salary or annual board retainer.
- ✓ **Compensation Recovery Policy** – We have adopted a policy that provides for the recoupment of bonus and other incentive compensation and equity compensation from our executive officers resulting from fraud or intentional misconduct of an executive officer or if the executive officer knew of the fraud or misconduct.
- ✓ **“Double-Trigger” Change of Control Arrangements in Equity Award Agreements** – The post-employment equity compensation arrangements for our executive officers are based on a “double-trigger” arrangement that provides for acceleration of time-based equity only in the event of (i) a change in control of the Company and (ii) a qualifying termination of employment. As noted below, we do not provide any cash payment related to termination of employment or change of control.
- ✓ **Prohibition on Hedging and Pledging** – Under our Insider Trading Policy, we prohibit our executive officers from hedging any Company securities owned by them and from pledging any Company securities owned by them as collateral for a loan.
- ✓ **Succession Planning** – Our Board of Directors reviews on an annual basis our succession strategies and plans for our most critical positions.

Compensation Report for Fiscal Year 2021

What We Do Not Do

- ✗ **No Severance or Change of Control Arrangements** – To comply with the Minder Ordinance we have no severance or change of control arrangements (other than acceleration of vesting of equity awards as provided in our equity award agreements) for our executive officers.
- ✗ **No Special Retirement Programs** – Other than our Section 401(k) plan generally available to all employees in the U.S., we do not offer defined benefit or contribution retirement plans or arrangements for our executive officers.
- ✗ **No Tax “Gross-Ups” or Payments** – We do not provide any “gross-ups” or tax payments in connection with any compensation element for our executive officers, other than for our standard relocation benefits. This means we do not provide any excise tax “gross-up” or tax reimbursement in connection with any change of control payments or benefits.
- ✗ **No Unearned Dividends** – We do not pay dividends or dividend equivalents on unvested or unearned restricted stock unit or performance-based restricted stock unit awards.
- ✗ **No Stock Option Repricing** – We do not reprice options to purchase our registered shares without shareholder approval.
- ✗ **No Stock Option Awards** – We do not grant stock option awards to our executive officers.

Say-on-Pay

As required under the U.S. securities laws, Logitech provides our shareholders the ability to periodically cast advisory votes on executive compensation, as reflected in the proposals for our 2021 Annual General Meeting. We remain committed to providing clear and thorough disclosure on our executive compensation practices and actions, and our Compensation Committee will carefully consider the voting results.

Beginning in 2015, in compliance with the Minder Ordinance, we instituted annual binding shareholder votes on the maximum aggregate compensation amounts for our directors and for members of our Group Management Team consistent with the compensation structure that shareholders approved in amendments to our Articles of Incorporation at our 2014 Annual General Meeting.

At our 2019 Annual General Meeting, shareholders approved a maximum aggregate amount of compensation for the Group Management Team and for the Board of Directors. The total actual compensation amounts paid compared to the amounts approved were as follows:

	Period	Approved Maximum Aggregate Compensation	Actual Aggregate Compensation
Group Management Team ⁽¹⁾	Fiscal year 2021	\$28,600,000	\$18,560,019
Board of Directors ⁽²⁾	2019-2020 Board Year	CHF 4,900,000	CHF 4,199,120

1. *Approved maximum aggregate compensation amount based on four Group Management Team members.*

2. *The portion of Board compensation attributable to our former Executive Director, typically calculated on a fiscal year basis, is estimated based on actual equity grants made during the applicable Board year and pro-rated amounts for his salary, bonus and other compensation for each fiscal year in the applicable Board year by month.*

At our 2020 Annual General Meeting, 76% of the votes cast on our annual Say-on-Pay proposal supported the compensation of our named executive officers, 98% approved the aggregate compensation for the Board of Directors for the 2020 to 2021 Board Year and 84% approved the aggregate compensation of our Group Management Team for fiscal year 2022.

Shareholder Engagement

Logitech's relationship with its shareholders is a critical part of our company's success and we have a long tradition of transparency and responsiveness to shareholder perspectives. The Compensation Committee was mindful of shareholder support for our pay-for-performance compensation philosophy in maintaining our general compensation practices and setting fiscal year 2021 compensation for our executive officers. Our CEO and CFO regularly speak with our shareholders about the Company, our performance and strategy and communicate any feedback on our

Compensation Report for Fiscal Year 2021

compensation plans back to the Compensation Committee. Our Compensation Committee Chair and other members of the Compensation Committee are also periodically involved in shareholder outreach and participated in such discussions in fiscal year 2021. The Committee considers this feedback when designing our compensation programs and making compensation decisions.

In fiscal year 2021, we engaged in discussions with institutional investors based in the United States and Europe representing approximately 50% of our outstanding shares. These investors expressed appreciation for our outreach efforts and recognized, that while we are a Swiss company, we need to consider United States Silicon Valley compensation practices to remain competitive in attracting and retaining our executives. The feedback received was summarized and presented to the Compensation Committee.

In response to investor feedback, we have:

- Continued to structure our compensation program to support a strong pay-for-performance alignment;
- Changed the mix of long-term equity awards for our CEO to 100% Performance-Based Restricted Stock Units (PSUs) with three-year cliff vesting beginning with fiscal year 2021;
- Committed to change the mix of long-term equity awards for the rest of our executive officers to 100% PSUs with three-year cliff vesting beginning with fiscal year 2023;
- Changed the vesting of time-based RSUs granted to our executive officers in fiscal year 2022 (other than the CEO who does not receive RSUs) to 3-year cliff vesting; and
- Added a strategic ESG component to our annual incentive plan in fiscal year 2022.

We will continue to engage with our shareholders to gain valuable insights into the governance and compensation issues about which they care most and consider the results from this year's and future advisory and binding votes on executive compensation.

For more information regarding our annual Say-on-Pay proposal for fiscal year 2021 and our binding votes on aggregate compensation, see *Proposal 2 – Advisory Vote to Approve Executive Compensation*, *Proposal 9 – Approval of Compensation for the Board of Directors for the 2021 to 2022 Board Year* and *Proposal 10 – Approval of Compensation for the Group Management Team for Fiscal Year 2023*.

Compensation Philosophy and Guiding Principles

We have designed our executive compensation program to:

- Provide compensation sufficient to attract and retain the level of talent needed to create and manage an innovative, high-growth, global company in highly competitive and rapidly evolving markets;
- Support a performance-oriented culture;
- Maintain a balance between fixed and variable compensation and place a significant portion of total compensation at risk based on the Company's performance, while maintaining controls over inappropriate risk-taking by factoring in both annual and long-term performance;
- Provide a balance between short-term and long-term objectives and results;
- Align executive compensation with shareholders' interests by tying a significant portion of compensation to increasing share value; and
- Reflect the executive's role and past performance through base salary and short-term cash incentives, and his or her potential for future contribution through long-term equity incentive awards.

However, while compensation is a central part of attracting, retaining, and motivating the best executives and employees, we believe it is not the sole or exclusive reason why exceptional executives or employees choose to join and stay at Logitech, or why they work hard to achieve results for our shareholders. In this regard, both the Compensation Committee and management believe that providing a working environment and opportunities in which executives and employees can develop, express their individual potential, and make a difference are also a key part of Logitech's success in attracting, motivating, and retaining executives and employees.

Compensation Report for Fiscal Year 2021

The Compensation Committee periodically reviews and analyzes market trends and the prevalence of various compensation delivery vehicles and adjusts the design and operation of our executive compensation program from time to time as it deems necessary or appropriate. In designing and implementing the various elements of our executive compensation program, the Compensation Committee considers market and industry practices, as well as our compensation structure's tax efficiency and its impact on our financial condition. While the Compensation Committee considers all of these factors in its deliberations, it places no formal weighting on any one factor.

The Compensation Committee evaluates our compensation philosophy and program objectives on an annual basis or more frequently as circumstances require.

Compensation-Setting Process

Role of the Compensation Committee

The Compensation Committee, among its other responsibilities, establishes our overall compensation philosophy and reviews and approves our executive compensation program, including the specific compensation of our executive officers. The Compensation Committee has the authority to retain compensation consultants and other advisors, including legal counsel, to assist in carrying out its responsibilities. The Compensation Committee's authority, duties, and responsibilities are described in its charter, which is reviewed annually and updated as warranted. The charter is available on our Company website at <http://ir.logitech.com>.

While the Compensation Committee determines our overall compensation philosophy and approves the compensation of our executive officers, it considers the recommendations of its compensation consultants and other advisors, as well as our CEO, our CFO, our head of People & Culture, and our compensation department. The Compensation Committee makes all final decisions regarding executive compensation, including base salary levels, target annual cash bonus opportunities, actual cash bonus payments, and long-term incentives in the form of equity awards. The Compensation Committee meets on a regularly-scheduled basis and at other times as needed. The Compensation Committee periodically reviews compensation matters with our Board of Directors. The chair of the Compensation Committee reports to the Board of Directors on the activities of the Compensation Committee at quarterly board meetings, and the minutes of the Compensation Committee meetings are available to the members of the Board of Directors.

Before the beginning of each fiscal year, the Compensation Committee reviews our executive compensation program to assess whether our compensation elements, actions, and decisions (i) are properly coordinated, (ii) are aligned with our vision, mission, values, and corporate goals, (iii) provide appropriate short-term and long-term incentives for our executive officers, (iv) achieve their intended purposes, and (v) are competitive with the compensation of executives in comparable positions at the companies with which we compete for executive talent. Following this assessment, the Compensation Committee makes any necessary or appropriate modifications to our existing plans and arrangements or adopts new plans or arrangements.

The Compensation Committee also conducts an annual review of our executive compensation strategy to ensure that it is appropriately aligned with our business strategy and achieving our desired objectives. Further, the Compensation Committee reviews market trends and changes in competitive compensation practices, as further described below.

The factors considered by the Compensation Committee in determining the compensation of our executive officers for fiscal year 2021 included:

- Each individual executive's performance and their contribution to a high-performing leadership team;
- Each individual executive's skills, experience, qualifications and marketability;
- The Company's performance against financial goals and objectives;
- The Company's performance relative to both industry competitors and its compensation peer group;
- The positioning of the amount of each executive's compensation in a ranking of peer compensation;
- The compensation practices of the Company's peer group;
- Alignment to shareholder interests;
- Balancing the compensation requirements and practices of a dual listed Swiss multinational technology company;
- Maintaining a diverse and inclusive environment that provides a competitive edge through varied insights; and
- The recommendations of our CEO (except with respect to his own compensation) as described below.

Compensation Report for Fiscal Year 2021

The Compensation Committee did not weight these factors in any predetermined or formulaic manner in making its decisions. The members of the Compensation Committee considered this information in light of their individual experience, knowledge of the Company, knowledge of each executive officer, knowledge of the competitive market, and business judgment in making their decisions regarding executive compensation and our executive compensation program.

As part of this process, our Chairperson works closely with the Compensation Committee in determining the compensation of our CEO. The non-employee members of the Board of Directors evaluate the performance of our CEO each year and the Compensation Committee incorporates that evaluation in its decisions regarding their base salary adjustments, target annual cash bonus opportunities, actual cash bonus payments, and long-term incentives in the form of equity awards. None of our officers, including our CEO, is not present during any of the decision making regarding his or her own compensation.

Role of our CEO

Our CEO works closely with the Compensation Committee in determining the compensation of our other executive officers. Typically, our CEO works with the Compensation Committee to recommend the structure of the annual bonus plan, to identify and develop corporate performance objectives for such plan, and to evaluate actual performance against the selected measures. Our CEO also works with the Compensation Committee to determine the appropriate form and performance goals for our equity compensation program.

At the beginning of each year, our CEO reviews the prior year's performance of our executive officers who report to him and then makes recommendations to the Compensation Committee for each element of compensation. Using his evaluation of each executive officer's performance and taking into consideration historical compensation awards to our executive officers and our corporate performance during the preceding year, these recommendations cover base salary adjustments, target annual cash bonus opportunities, actual bonus payments, and long-term incentives in the form of equity awards for each of our executive officers (other than himself) based on our results, the individual executive officer's contribution to these results, and the executive officer's performance toward achieving the executive officer's individual performance goals. The Compensation Committee then reviews these recommendations and makes decisions as to the target total direct compensation of each executive officer, as well as each individual compensation element.

While the Compensation Committee considers our CEO's recommendations, as well as the competitive market analysis prepared by its compensation consultants, these recommendations and market data serve as only two of several factors in making its decisions with respect to the compensation of our executive officers. Ultimately, the Compensation Committee applies its own business judgment and experience to determine the individual compensation elements and amount of each element for our executive officers. Moreover, no executive officer participates in the determination of the amounts or elements of his or her own compensation.

Role of Compensation Consultants

Pursuant to its charter, the Compensation Committee has the authority to engage its own compensation consultants and other advisors, including legal counsel, as it determines in its sole discretion, to assist in carrying out its responsibilities. The Compensation Committee makes all determinations regarding the engagement, fees, and services of these advisors, and any such advisor reports directly to the Compensation Committee. The Compensation Committee may replace its compensation consultants or hire additional advisors at any time.

In fiscal year 2021, pursuant to this authority, the Compensation Committee engaged Compensia, Inc., a U.S. compensation consulting firm, and Agnès Blust Consulting AG, a Swiss compensation consulting firm. The Compensation Committee engages compensation consultants to provide information, analysis, and other assistance relating to our executive compensation program on an ongoing basis. The nature and scope of the services provided to the Compensation Committee by the independent compensation consultants in fiscal year 2021 were as follows:

- reviewed and recommended updates to the compensation peer group;
- provided advice with respect to compensation best practices and market trends for executive officers and members of our Board of Directors;
- conducted an analysis of the levels of overall compensation and each element of compensation for our executive officers;

Compensation Report for Fiscal Year 2021

- conducted an analysis of the levels of overall compensation and each element of compensation for the members of our Board of Directors;
- conducted a compensation risk assessment;
- assisted in our equity compensation strategy; and
- provided legislative updates and ad hoc advice and support throughout the year.

The independent compensation consultants attend Compensation Committee meetings regularly and as requested and also communicate with the Compensation Committee outside of meetings. The compensation consultants report to the Compensation Committee rather than to management, although they typically meet with members of management, including our CEO and members of our executive compensation staff, for purposes of understanding proposals that management may make to the Compensation Committee.

The Compensation Committee has assessed the independence of the compensation consultants taking into account, among other things, the six independence-related factors as set forth in Exchange Act Rule 10C-1 issued by the SEC under the Dodd-Frank Wall Street Reform and Consumer Protection Act and the enhanced independence standards and factors set forth in the applicable listing standards of the Nasdaq Stock Market, and has concluded that its relationship with each independent compensation consultant and the work of each of them on behalf of the Compensation Committee has not raised any conflict of interest. Compensia and Agnès Blust Consulting have not provided any other services to us and have received no compensation other than with respect to the services described above.

Compensation Peer Group

As part of its deliberations, the Compensation Committee considers competitive market data on executive compensation levels and practices and a related analysis of such data. This data is drawn from a select group of peer companies developed by the Compensation Committee, as well as compensation survey data.

For fiscal year 2021, at the direction of the Compensation Committee, Compensia evaluated the existing compensation peer group and used the criteria set forth in the following table to objectively identify companies for inclusion in the group:

Criteria	Rationale
Industry	We compete for talent with companies in the following industries: • Technology • Consumer Products
Financial Scope	Our executive officer compensation should be similar to senior managers at companies that have comparable financial characteristics including revenue and market capitalization.
Other Factors	As appropriate, we utilize additional refinement criteria (objective or subjective) such as revenue growth, profitability, valuation, headcount, or business model. U.S. publicly traded companies. Although we are a Swiss company, we compete for executive management talent with technology companies in the United States, and particularly in the high-technology area of Silicon Valley.

Based on these criteria, the Compensation Committee selected the following peer group of 20 publicly-traded companies, which it subsequently approved and then used as a reference when making compensation decisions with respect to setting compensation for fiscal year 2021:

Belden Inc.	FLIR Systems	Qorvo
Cadence Design Systems	Garmin Ltd.	Skyworks Solutions
Ciena	Juniper Networks	Synopsys
Citrix Systems	Keysight Technologies	Teradyne
Cypress Semiconductor	Marvell Technology Group	Trimble Navigation Limited
EchoStar	Nuance Communications	Zebra Technologies Corporation
F5 Networks	Pure Storage	

Compensation Report for Fiscal Year 2021

Netgear was removed from our peer group because it no longer fell within the selection criteria for revenue and market capitalization. This company was replaced by Citrix Systems and Pure Storage because they were aligned with our selection criteria.

The following table sets forth the revenue and market capitalization of the fiscal year 2021 compensation peer group as of January 2020 as compared to the same data for Logitech:

(in millions)	Revenue	Market Capitalization
75 th Percentile	\$3,414	\$18,043
50 th Percentile	\$2,868	\$11,122
25 th Percentile	\$2,252	\$6,981
Logitech	\$2,891	\$7,871
Percentile Rank	50%	30%

The table reflects available revenue information for four quarters as of January 31, 2020 and market capitalization as of January 31, 2020, as provided by Compensia.

The market analysis provided by Compensia, and considered by the Compensation Committee in its review of our executive officers' compensation, compares Logitech to multiple sources of data: the compensation peer group described above, a broad custom survey of similarly sized technology companies, and a broad custom survey of technology companies that are larger than Logitech (the "next tier"). The broad technology survey data, which is necessary to provide market data where we do not have publicly disclosed information from our peers, consists of 74 companies that participated in the Radford Global Technology Survey with comparable revenue and market profile to the compensation peer group. The "next tier" data, which provides the Compensation Committee a view of the compensation levels for larger companies with which we compete for talent, consists of 17 technology companies with annual revenue and market capitalization a tier higher than Logitech's peer group selection criteria: revenue between approximately \$6 billion and \$23 billion and a market cap between approximately \$16 billion and \$148 billion.

The Compensation Committee believes that information regarding the compensation practices at other companies is useful in at least two respects. First, the Compensation Committee recognizes that our compensation policies and practices must be competitive in the marketplace. Second, this information is useful in assessing the reasonableness and appropriateness of individual executive compensation elements and of our overall executive compensation packages. This information is only one of several factors (as described above) that the Compensation Committee considers, however, in making its decisions with respect to the compensation of our executive officers.

Compensation Report for Fiscal Year 2021

Compensation Elements

The three primary elements of our executive compensation programs are (1) base salary, (2) annual cash bonus opportunities, and (3) long-term incentives in the form of equity awards, as described below:

	Base Salary	Annual cash bonuses	Long-term incentives/equity awards
What this compensation element rewards	Individual performance, level of experience, and contributions.	Achievement of pre-established short-term corporate performance objectives, as well as management objectives and individual contributions.	Achievement of pre-established corporate performance objectives designed to enhance long-term shareholder value and attract, retain, motivate, and reward executive officers over extended periods for achieving important corporate objectives.
Purpose and Key Features of Element	Provides competitive level of fixed compensation determined by the market value of the position, with actual base salaries established based on the facts and circumstances of each executive officer and each individual position.	Performance levels are established to motivate our executive officers to achieve or exceed performance objectives. For fiscal year 2021, payouts for corporate performance objectives could range from 0% to 200%, depending on actual achievement.	Provide a variable “at risk” pay opportunity that aligns executive and shareholder interests through annual equity awards that vest or are earned over multiple years. Because the ultimate value of these equity awards is directly related to the market price of our registered shares, and the awards are only earned over an extended period of time subject to vesting, they serve to focus executives on the creation and maintenance of long-term shareholder value. Vesting requirements promote retention.
Form of Payment	Cash	Cash	Our CEO receives 100% performance-based equity (PSUs) with vesting following a three-year performance period. By fiscal year 2023, all of our NEOs will receive 100% PSUs and will receive no time-based equity (RSUs). For fiscal year 2021 only and due to pandemic uncertainty, other NEOs received 50% PSUs and 50% RSUs with vesting annually over four years. For fiscal year 2022 and as an interim measure, other NEOs receive 60% PSUs and 40% RSUs with 3-year cliff vesting.
Performance Measures		50% Revenue (constant currency) 50% Non-GAAP Operating Income	Primary Metric: three-year weighted average Revenue growth (constant currency) Modifier: three-year relative Total Shareholder Return (rTSR) versus Russell 3000 Gate: three-year cumulative Non-GAAP Operating Income

Each of these compensation elements is discussed in greater detail below, including a description of the particular elements, how each element fits into our overall executive compensation program, and a discussion of the amounts of compensation paid to our executive officers in fiscal year 2021 under each of these elements. Our executive officers also participate in the standard employee benefit plans available to most of our employees.

Compensation Report for Fiscal Year 2021

Base Salary

We believe that a competitive base salary is a necessary element of our executive compensation program, so that we can attract and retain a stable management team. Base salaries for our executive officers are also intended to be competitive with those received by other individuals in similar positions at the companies with which we compete for talent, as well as equitable across the executive team.

Generally, we establish the initial base salaries of our executive officers through arm's-length negotiation at the time we hire the individual executive officer, taking into account his or her position, qualifications, experience, prior salary level, competitive and market considerations, and the base salaries of our other executive officers.

Thereafter, the Compensation Committee reviews the base salaries of our executive officers annually and makes adjustments to base salaries as it determines to be necessary or appropriate.

In fiscal year 2021, the Compensation Committee reviewed the base salaries of our executive officers, taking into consideration a competitive market analysis performed by Compensia, the scope of each executive officer's role, and the recommendations of our CEO (except with respect to his own base salary), as well as the other factors described above. Following this review, the Compensation Committee adjusted the salary of Messrs. Darrell and Olmstead to remain competitive with our peer group.

- Prior to this year's adjustment, Mr. Darrell's salary had remained unchanged since April 2017.
- Mr. Olmstead was appointed Logitech's Chief Financial Officer last year and the Compensation Committee felt it was important to keep his salary aligned with his increasing contribution in his new role.
- Mr. Arunkundrum and Ms. Harnett were newly appointed as executive officers in fiscal year 2021.

The base salaries of our executive officers for fiscal year 2021 were as follows:

Named Executive Officer	Fiscal Year 2021 Base Salary	Fiscal Year 2020 Base Salary	Percentage Adjustment
Bracken Darrell	\$975,000	\$925,000	5%
Nate Olmstead	\$500,000	\$455,000	10%
Prakash Arunkundrum	\$500,000	n/a	n/a
Samantha Harnett	\$425,000	n/a	n/a

The base salaries of our executive officers during fiscal year 2021 are set forth in the "2021 Summary Compensation Table" below.

Annual Cash Bonuses

We use annual bonuses to motivate our executive officers to achieve our short-term financial and operational objectives while making progress towards our longer-term growth and other goals. Consistent with our executive compensation philosophy, these annual bonuses are intended to help us to deliver a competitive total compensation opportunity to our executive officers. Annual cash bonuses are entirely performance-based, are not guaranteed, and may vary materially from year-to-year.

Typically, the Compensation Committee establishes cash bonus opportunities pursuant to a formal cash bonus plan that measures and rewards our executive officers for our actual corporate and their individual performance over our fiscal year. The cash bonus plan is designed to pay above-target bonuses when we exceed our annual corporate objectives and below-target bonuses or no bonus when we do not achieve these objectives.

In fiscal year 2021, the Compensation Committee determined cash bonus opportunities for our executive officers pursuant to the cash bonus plan for fiscal year 2021 under the Logitech Management Performance Bonus Plan (the "Bonus Plan"). Under the Bonus Plan, the Compensation Committee had the authority to select the performance measures and related target levels applicable to the annual cash bonus opportunities for our executive officers.

Compensation Report for Fiscal Year 2021

For fiscal year 2021, the target annual cash bonus opportunities for each of our executive officers under the Bonus Plan, expressed as a percentage of his or her annual base salary, were as follows:

Named Executive Officer	Annual Base Salary	Target Bonus Opportunity (as a percentage of base salary)	Target Bonus Opportunity (\$)
Bracken Darrell	\$975,000	125%	\$1,218,750
Nate Olmstead	\$500,000	80%	\$400,000
Prakash Arunkundrum	\$500,000	80%	\$400,000
Samantha Harnett	\$425,000	65%	\$276,250

In setting the amount of the target annual cash bonus opportunities, the Compensation Committee takes into account competitive market data, the individual's role and contribution to performance, as well as the other factors described above. No changes were made to the target annual cash bonus opportunities for the executive officers for fiscal year 2021 since the Compensation Committee believed they were at appropriate levels that were competitive with our peer group and Mr. Arunkundrum and Ms. Harnett were newly appointed as executive officers in fiscal year 2021.

Corporate Performance Objectives

For purposes of the Bonus Plan, the Compensation Committee continued to use Revenue and Non-GAAP Operating Income as the corporate performance measures for fiscal year 2021. Each of these corporate performance measures was equally weighted. The Compensation Committee believed these performance measures were appropriate for our business because they provided a balance between growing our business, generating revenue, managing our expenses, and increasing profitability, which it believes most directly influences long-term shareholder value. The Compensation Committee established target performance levels for each of these measures at levels that it believed to be challenging, but attainable, through the successful execution of our Board-approved annual operating plan.

For purposes of the Bonus Plan, the corporate performance measures were to be calculated as follows:

50% REVENUE (CC)

Net Sales measured in "constant currency" (CC), which excludes the impact of currency exchange rate fluctuations. The target constant currency sales are calculated by translating sales in each local currency at the forecast exchange rate for that currency at the beginning of the performance period. The actual revenue in the performance period is translated in each local currency using the same forecast exchange rate to determine the performance achievement against the performance target. For additional information regarding "constant currency" sales, please refer to the section entitled "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report

50% NON-GAAP OPERATING INCOME

GAAP Operating Income from continuing operations, excluding share-based compensation expense, amortization of intangible assets, purchase accounting effect on inventory, acquisition-related costs, change in fair value of contingent consideration for business acquisition, restructuring charges (credits), gain (loss) on equity-method investment, investigation and related expenses, non-GAAP income tax adjustment and other items.

For any bonus payment to be made under the fiscal year 2021 Bonus Plan, the threshold performance requirements had to be met for each of the corporate performance measures. In the event of actual performance between the threshold and target, and target and maximum, performance levels, the payment amount was to be calculated ratably between each designated segment determined by straight-line interpolation.

Compensation Report for Fiscal Year 2021

Individual Performance

In addition to the corporate performance objectives, 25% of the annual cash bonuses for our executive officers, other than our CEO, can be adjusted based on each executive officer's individual performance and other factors as reviewed and assessed by our CEO and determined by the Compensation Committee.

2021 Performance Results and Bonus Decisions

For fiscal year 2021, the Compensation Committee established the following threshold, target and maximum performance and payment levels for each of the corporate performance measures under the Bonus Plan and determined that our actual achievement with respect to the corporate financial objectives under the Bonus Plan was as follows:

Fiscal Year 2021 Annual Incentive Plan

Measure	Weight	Threshold	Target	Maximum	Actual
Revenue CC	50%	\$2,976M	\$3,125M	\$3,274M	\$5,177M
Performance Level		95%	100%	105%	166%
Payment Level		25%	100%	200%	200%
Non-GAAP Operating Income	50%	\$344M	\$400M	\$440M	\$1,272M
Performance Level		86%	100%	110%	318%
Payment Level		50%	100%	200%	200%
Overall Result					200%

The actual achievement under the Bonus Plan produced a funding percentage, based on the corporate performance measures, at a 200% level.

Based on its review of our overall corporate performance, and taking into account the CEO's recommendations with respect to individual performance for the executive officers, other than himself, the Compensation Committee approved bonus payments as follows for our executive officers for fiscal year 2021:

Named Executive Officer	Target Annual Cash Bonus Opportunity (Prorated If Applicable)	Actual Annual Cash Bonus Payment	Percentage of Target Annual Cash Bonus Opportunity
Bracken Darrell	\$1,218,750	\$2,437,500	200 %
Nate Olmstead	\$400,000	\$800,000	200 %
Prakash Arunkundrum	\$400,000	\$800,000	200 %
Samantha Harnett	\$276,250	\$552,500	200 %

The Compensation Committee determined that the bonus amounts reflected our strong year and growth path, driven by our executive officers, and the challenges during fiscal year 2021. The bonuses for:

- Mr. Darrell reflected the achievement of the corporate performance measures described above.
- Mr. Olmstead reflected the achievement of the corporate performance measures described above and reflected his contribution and success in managing the Company through the COVID-19 pandemic.
- Mr. Arunkundrum reflected the achievement of the corporate performance measures described above and reflected his contribution and success in addressing the Company's supply and logistics challenges resulting from the COVID-19 pandemic as well as his efforts in driving the Company's leadership in sustainability.
- Ms. Harnett reflected the achievement of the corporate performance measures described above and reflected her contribution and success in facilitating transitions in Board and legal department organization as well as implementing ESG structure and principles.

The annual cash bonuses paid to our executive officers for fiscal year 2021 are set forth in the "Summary Compensation Table for Fiscal Year 2021" below.

Compensation Report for Fiscal Year 2021

Long-Term Incentive Compensation

We use long-term incentive compensation in the form of equity awards to motivate our executive officers by providing them with the opportunity to build an equity interest in the Company and to share in the potential appreciation of the value of our registered shares. We use performance-based restricted stock unit ("PSU" or "Performance Share Unit") and restricted stock unit ("RSU") awards that may be settled for our registered shares as the principal vehicles for delivering long-term incentive compensation opportunities to our executive officers.

The Compensation Committee views equity awards, whether the awards are subject to time-based vesting requirements or are to be earned based on the attainment of specific performance objectives, as inherently variable since the grant date fair value of these awards may not necessarily be indicative of their value when, and if, our registered shares underlying these awards are ever earned or purchased. The Compensation Committee further believes these awards enable us to attract and retain key talent in our industry and aligns our executive officers' interests with the long-term interests of our shareholders. The Compensation Committee primarily uses PSUs and RSUs because they are less dilutive than stock options.

In fiscal year 2021, the Compensation Committee approved equity awards for our executive officers in recognition of our financial results and each executive officer's individual performance for fiscal year 2020 and expected future contributions. In determining the amount of each executive officer's equity award, the Compensation Committee took into consideration the factors described above. The Compensation Committee considers the dilutive effect of our long-term incentive compensation practices, and the overall impact that these equity awards, as well as awards to other employees, will have on shareholder value. The Compensation Committee also considered the existing equity holdings of each executive officer, including the current economic value of their unvested equity awards and the ability of these unvested holdings to satisfy our retention objectives.

The equity awards granted to our executive officers in fiscal year 2021 were as follows:

Named Executive Officer	Performance Share Units		Restricted Stock Units	
	Number of Shares	Grant Date Approved Value ¹	Number of Shares	Grant Date Approved Value ¹
Bracken Darrell	112,952	\$6,750,000	0	\$0
Nate Olmstead	12,969	\$775,000	17,063	\$775,000
Prakash Arunkundrum	12,551	\$750,000	16,513	\$750,000
Samantha Harnett ²	0	\$0	16,470	\$1,100,000

1. Reflects equity grant value approved by the Compensation Committee for each executive officer which may differ from the accounting Grant Date Fair Value reflected in the Summary Compensation Table. This Grant Date Approved Value was converted to a number of shares based on the closing price of our registered shares on the grant date, rounded up to the nearest whole share.

2. Ms. Harnett joined Logitech in June 2020 as General Counsel and received an RSU award as part of her offer package to offset equity that was forfeited at her prior employer.

The equity award granted to our CEO in fiscal year 2021 was composed of 100% PSUs and the equity awards for our other executive officers in fiscal year 2021 were composed of 50% PSUs and 50% time-based RSUs that may be settled for our registered shares. See the discussion in the Executive Summary regarding our shift to 100% PSUs for all executive officer by fiscal year 2023.

Compensation Report for Fiscal Year 2021

Performance-Based Units

The target number of PSU awards granted to our executive officers in fiscal year 2021 is determined at the beginning of a three-year performance period and the number of shares that will vest at the end of the three-year period will range from 0% to 200% of the target number of shares depending on our corporate performance, as measured by:

PRIMARY METRIC	MODIFIER	GATE
Three-year weighted average Revenue growth measured in constant currency.	Logitech's relative total shareholder return ("TSR") rank against the Russell 3000 over the three-year performance period. - Reduces the vesting level if our TSR is below the median. - Enhances the vesting level if our TSR exceeds the median.	Requires achievement of a minimum level of cumulative Non-GAAP Operating Income over the three-year performance period for any award to vest.

The total number of shares that may vest at the end of the three-year period is capped at 200% of the target number of shares.

The Compensation Committee believes that measuring our performance with multiple metrics provides a more complete picture of our performance. The Compensation Committee believes the primary metric of weighted average Revenue growth will motivate top-line performance while the Non-GAAP Operating Income "gate" provides balance on bottom-line operational rigor. The modifying metric of relative TSR is well aligned to shareholders' interest as it focuses on relative share performance against other mid- to large-size technology companies.

For purposes of the PSUs, relative TSR reflects (i) the aggregate change in the 30-day average closing price of Logitech shares against the companies in the Russell 3000 (the "TSR Peer Group"), and (ii) the value (if any) returned to shareholders in the form of dividends or similar distributions, assumed to be reinvested in shares when paid, each at the beginning and the end of a three-year performance period. The Compensation Committee changed the TSR peer group from the Nasdaq 100 to the Russell 3000 for grants made starting in fiscal year 2021 to provide a more appropriate broad-based index to compare Logitech performance against the whole market rather than a larger cap index like the Nasdaq 100 of which Logitech is not a member.

The vested percentage attributable to weighted average Revenue growth and a TSR Percentile Rank between Threshold and Target, or between Target and Maximum, is determined by straight-line interpolation.

Compensation Report for Fiscal Year 2021

PSUs Vesting in Fiscal Year 2021

The PSUs granted in April 2018 completed the three-year measurement period on March 31, 2021 and vested on May 15, 2021 at 200% of target.

Fiscal Years 2019-2021 PSUs (granted April 15, 2018 and vested May 15, 2021)

Measure	Threshold	Target	Maximum	Actual
Primary Metric:				
3-Year Weighted Average Revenue Growth (CC)	0%	8%	12%	40.0%
Vesting Level	0%	100%	200%	200%
Modifier:				
3-Year relative TSR vs Nasdaq 100 (percentile rank)	25 th and below	50 th	75 th and above	84.78 th
Modifier Factor on Vesting Level Achieved Under Primary Metric	-20%	No Adjustment	+20%	+20%
Gate:				
3-Year cumulative Non-GAAP Operating Income		\$860M		\$2,011.7M
Overall Result (capped at 200%)				200%

Our average stock price at the beginning of the period was \$39.10 and our ending average stock price was \$108.21 (assuming dividends were reinvested). Therefore, our Total Shareholder Return (TSR) over the performance period from April 1, 2018 through March 31, 2021 was 176.8% and our stock performed at the 84.78th percentile relative to the companies in the Nasdaq 100 (the index used for grants made prior to fiscal year 2021), which resulted in a modifier of +20%. The total number of shares that vested was capped at 200% of the target number of shares.

Restricted Stock Unit Awards

The RSU awards granted to our executive officers (other than our CEO) in fiscal year 2021 were subject to a time-based vesting requirement and have a four-year vesting period, in four equal annual installments based on the continued service of the executive officer on each such vesting date.

The equity awards granted to our executive officers in fiscal year 2021 are set forth in the "Summary Compensation Table for Fiscal Year 2021" and the "Grants of Plan-Based Awards Table for Fiscal Year 2021" below.

Welfare and Health Benefits

We maintain a tax-qualified retirement plan under Section 401(k) of the Internal Revenue Code of 1986, as amended (the "Code"), for our employees in the U.S., including our executive officers, that provides them with an opportunity to save for retirement on a tax-advantaged basis. We intend for this plan to qualify under Sections 401(a) and 501(a) of the Code so that contributions by employees to the plan, and income earned on plan contributions, are not taxable to employees until distributed from the plan. In addition, all contributions are deductible by us when made.

All participants' interests in their deferrals are 100% vested when contributed under the plan. In fiscal year 2021, we made matching contributions into the Section 401(k) plan for our employees, including our executive officers. Under the plan, pre-tax contributions are allocated to each participant's individual account and then invested in selected investment alternatives according to the participants' directions.

In addition, we provide other benefits to our executive officers on the same basis as all of our full-time employees. These benefits include health, dental and vision benefits, health and dependent care flexible spending accounts, short-term and long-term disability insurance, accidental death and dismemberment insurance, and basic life insurance coverage. We provide vacation and other paid holidays to all employees, including our executive officers. We also offer our employees the opportunity to participate in the Logitech Employee Share Purchase Plans.

We design our employee benefits programs to be affordable and competitive in relation to the market, as well as compliant with applicable laws and practices. We adjust our employee benefits programs as needed based on regular monitoring of applicable laws and practices, the competitive market and our employees' needs.

Compensation Report for Fiscal Year 2021

Deferred Compensation Plan

Eligible employees, including our executive officers based in the U.S., may also participate in the Logitech Inc. Deferred Compensation Plan and a predecessor plan, which are unfunded and unsecured plans that allow employees of Logitech Inc., the Logitech subsidiary in the United States, who earn more than a threshold amount the opportunity to defer U.S. taxes on up to 80% of their base salary and up to 90% of their bonus or commission compensation.

Under the plan, compensation may be deferred until termination of employment or other specified dates chosen by the participants, and deferred amounts are credited with earnings based on investment benchmarks chosen by the participants from a number of mutual funds selected by Logitech Inc.'s 401(k) and Deferred Compensation Committee. The earnings credited to the participants are intended to be funded solely by the plan investments. Logitech does not make contributions to this plan. Information regarding executive officer participation in the deferred compensation plans can be found in the "Non-Qualified Deferred Compensation Table for Fiscal Year 2021" below.

Because the executive officers do not receive preferential or above-market rates of return under the deferred compensation plan, earnings under the plan are not included in the Summary Compensation table, but are included in the "Non-Qualified Deferred Compensation Table for Fiscal Year 2021" below.

Perquisites and Other Personal Benefits

Currently, we do not view perquisites or other personal benefits as a significant component of our executive compensation program. Accordingly, Logitech's executive officer benefit programs are substantially the same as for all other eligible employees. All future practices with respect to perquisites or other personal benefits will be approved and subject to periodic review by the Compensation Committee.

Employment Arrangements

We have extended written employment agreements or offer letters or both to each of our executive officers, including our CEO and our other executive officers. Each of these arrangements was approved on our behalf by our Board of Directors or the Compensation Committee, as applicable. We believe that these arrangements were appropriate to induce these individuals to forego other employment opportunities or leave their current employer for the uncertainty of a demanding position in a new and unfamiliar organization.

In filling these executive positions, our Board of Directors or the Compensation Committee, as applicable, was aware that it would be necessary to recruit or retain candidates with the requisite experience and skills to manage a growing business in a dynamic environment.

Accordingly, it recognized that it would need to develop competitive compensation packages to attract or retain qualified candidates in a highly competitive labor market. At the same time, our Board of Directors or the Compensation Committee, as applicable, was sensitive to the need to integrate new executive officers into the executive compensation structure that it was seeking to develop, balancing both competitive and internal equity considerations.

Each of these employment arrangements provides for "at will" employment and sets forth the initial compensation arrangements for the executive officer, including an initial base salary, a target annual cash bonus opportunity, and, in some instances, a recommendation for an equity award.

Post-Employment Compensation

In 2015, to comply with the Minder Ordinance, we eliminated all change of control and severance arrangements with our executive officers, including all members of our Group Management Team. However, the Company continues to provide "double trigger" change of control arrangements with respect to time-based vesting in equity award agreements, and "double trigger" change of control equity vesting acceleration arrangements in outstanding equity awards remain in effect.

Compensation Report for Fiscal Year 2021

The purpose of the Change of Control provisions in equity award agreements is to support retention in the event of a prospective change of control. The RSU and PSU award agreements for our executive officers generally provide for the acceleration of vesting of the RSUs and PSUs subject to the award agreements if the executive officer is subject to an involuntary termination within 12 months after a change of control because his or her employment is terminated without cause or the executive resigns for good reason (a “double trigger”).

In the event of an involuntary termination within 12 months after a change of control:

- All RSUs and PSUs containing time-based elements would accelerate in full with respect to shares that are subject to time-based vesting.
- No shares subject to performance-based vesting requirements would accelerate.

To determine the level of acceleration of equity awards that may be provided in connection with a change of control, the Compensation Committee considered the requirements of the Minder Ordinance, the impact on shareholders, and market practices.

Logitech does not provide any payments to reimburse its executive officers for additional taxes incurred (also known as “gross-ups”) in connection with a change of control.

For a summary of the post-employment compensation arrangements with our executive officers, see “Payments upon Termination or Change in Control” below.

Other Compensation Policies

Stock Ownership Policy

We believe that stock ownership by our directors and executive officers is important to link the risks and rewards inherent in stock ownership of these individuals and our shareholders. The Compensation Committee has adopted a stock ownership policy that requires our executive officers to own a minimum number of our registered shares. These mandatory ownership levels are intended to create a clear standard that ties a portion of these individuals’ net worth to the performance of our stock price. The current ownership levels are as follows:

Named Executive Officer	Minimum Required Level of Stock Ownership
Chief Executive Officer	5x Base Salary
Chief Financial Officer	3x Base Salary
Other Executive Officers	2x Base Salary

Equity interests that count toward the satisfaction of the ownership guidelines include only shares owned outright by the executive officer. Newly hired or promoted executives have five years from the date of the commencement of their appointment to attain these ownership levels. If an executive officer does not meet the applicable ownership guideline by the end of the five-year period or is below the guideline at any time after the five-year period, the Chief Executive Officer must hold 100% of his or her after-tax shares resulting from equity incentive awards until the guideline is reached, and all other executive officers must hold at least 50% of the net shares resulting from equity incentive awards until the guideline is reached. In addition, if an executive officer does not meet the applicable guideline by the end of the five-year period or is below the guideline at any time after the five-year period, the executive officer will have 50% of the after-tax value of any earned bonuses under the Leadership Team Bonus Program paid in fully vested Logitech shares. After reaching the stock ownership guideline and then falling below the guideline solely as a result of Logitech’s stock price dropping, the executive officer will have until the later of the original five-year period or up to two years from falling below the guideline to return to compliance with the guideline. Our CEO and each of our other executive officers have either currently satisfied his or her required stock ownership level or have remaining time to achieve the required levels of ownership.

Additionally, we have instituted stock ownership guidelines for our non-employee directors. For information regarding these guidelines, see the section entitled “Security Ownership - Share Ownership Guidelines” above.

Compensation Report for Fiscal Year 2021

Compensation Recovery Policy

In June 2010, the Compensation Committee adopted a policy regarding the recovery of compensation paid to an executive officer or the principal accounting officer of the Company (a “clawback”). Under the terms of the policy we may recover bonus amounts, equity awards or other incentive compensation awarded or paid within the prior three years to a covered officer if the Compensation Committee determines the compensation was based on any performance goals that were met or exceeded as a result, in whole or in part, of the officer’s fraud or misconduct, or the officer knew at the time of the existence of fraud or misconduct that resulted in performance goals being met or exceeded, and a lower amount would otherwise have been awarded or paid to the officer. In addition, under the policy Logitech may recover gains realized on the exercise of stock options or on the sale of vested shares by an executive officer or the principal accounting officer if, within three years after the date of the gains or sales, Logitech discloses the need for a significant financial restatement, other than a financial restatement solely because of revisions to U.S. GAAP, and the Compensation Committee determines that the officer’s fraud or misconduct caused or partially caused the need for the restatement, or the covered officer knew at the time of the existence of fraud or misconduct that resulted in the need for such restatement.

In addition, our 2006 Stock Incentive Plan and our Management Performance Bonus Plan provide that awards under the plans are suspended or forfeited if the plan participant, whether or not an executive officer:

- has committed an act of embezzlement, fraud or breach of fiduciary duty;
- makes an unauthorized disclosure of any Logitech trade secret or confidential information; or
- induces any customer to breach a contract with Logitech.

Any decision to suspend or cause a forfeiture of any award held by an executive officer under the 2006 Stock Incentive Plan or the Management Performance Bonus Plan is subject to the approval of the Board of Directors. The Compensation Committee will amend the policy, as necessary, to comply with the final SEC rules regarding clawback policies required by the Dodd-Frank Wall Street Reform and Consumer Protection Act.

Equity Award Grant Practices

Determination of long-term equity incentive awards

The Compensation Committee is responsible for approving which executive officers should receive equity incentive awards, when the awards should be made, the vesting schedule, and the number of shares or other rights to be granted. Long-term equity incentive awards to executive officers may be granted only by the Compensation Committee or the full Board of Directors. The Compensation Committee regularly reports its activity, including approvals of grants, to the Board.

Timing of grants

Long-term equity incentive award grants to executive officers are typically and predominantly approved at regularly scheduled, predetermined meetings of the Compensation Committee. These meetings are generally scheduled at least 18 months in advance and take place before the regularly scheduled, predetermined meetings of the full Board. On limited occasions, grants may be approved at an interim meeting of the Compensation Committee or by written consent, for the purpose of approving the hiring and compensation package for newly hired or promoted executives or for other special circumstances.

In fiscal year 2021, grants were made to non-executive officer employees through regularly scheduled monthly written consents of the Compensation Committee or approval by the CEO pursuant to authority delegated to him by the Compensation Committee. We do not have any program, plan, or practice to select equity compensation grant dates in coordination with the release of material non-public information, nor do we time the release of information for the purpose of affecting value. We do not backdate options or grant options retroactively.

Derivatives Trading, Hedging, and Pledging Policies

We have adopted a policy prohibiting our employees, including our executive officers, and members of our Board of Directors from speculating in our equity securities, including the use of short sales, “sales against the box” or any equivalent transaction involving our equity securities. In addition, they may not engage in any other hedging transactions, such as “cashless” collars, forward sales, equity swaps and other similar or related arrangements, with respect to the securities that they hold. Finally, no employee, including an executive officer or member of our Board of Directors, may acquire, sell, or trade in any interest or position relating to the future price of our equity securities.

Compensation Report for Fiscal Year 2021

We also have adopted a policy prohibiting the pledging of our securities by our employees, including our executive officers, and members of our Board of Directors.

Tax and Accounting Considerations

Accounting and Tax Treatment of Executive Compensation

Favorable accounting and tax treatment of the various elements of our executive compensation program is a relevant consideration in its design.

However, the Company and the Compensation Committee have placed a higher priority on structuring flexible compensation programs to promote the recruitment, retention, and performance of our officers than on maximizing tax deductibility. Section 162(m) of the Code, as amended (the "Tax Code"), places a limit of \$1 million on the amount of compensation that Logitech may deduct in any one year with respect to certain executive officers. The Tax Cuts and Jobs Act (the "Tax Act") enacted on December 22, 2017, significantly modified Section 162(m) of the Tax Code. The Tax Act eliminated the "qualified performance-based compensation" exception to the deductibility limitation under Section 162(m) of the Code for tax years commencing after December 31, 2017. Regardless, we intend to maintain an approach to executive compensation that strongly links pay to performance.

In addition to considering the tax consequences, the Compensation Committee considers the accounting consequences, including the impact of the Financial Accounting Standard Board's Accounting Standards Codification Section 718, on its decisions in determining the forms of different equity awards.

Compensation Risks Assessment

The Compensation Committee conducts an annual review, with the assistance of its compensation consultant, our head of People & Culture, and our compensation department, of Logitech's compensation programs to assess the risks associated with their design and associated risk controls. The Compensation Committee reviews in particular the following compensation programs and associated practices:

- Equity awards granted under the 2006 Stock Incentive Plan.
- Management Performance Bonus Plan.
- Employee Performance Bonus Plan.
- Sales Commission Plans.
- Change of Control Agreements.

As in past years, based on its March 2021 review, the Compensation Committee has concluded that our compensation policies and practices do not create risks that are reasonably likely to have a material adverse effect on the Company.

Report of the Compensation Committee

The Logitech Compensation Committee, which is composed solely of independent members of the Logitech Board of Directors, assists the Board in fulfilling its responsibilities with regard to compensation matters. The Compensation Committee has reviewed and discussed the "Compensation Discussion and Analysis" section of this Compensation Report with management. Based on this review and discussion, the Compensation Committee recommended to the Board of Directors that the "Compensation Discussion and Analysis" be included in Logitech's 2021 Invitation and Proxy Statement and Annual Report.

Compensation Committee

Michael Polk, Chairperson
Edouard Bugnion
Neil Hunt
Riet Cadonau

Compensation Report for Fiscal Year 2021

Summary Compensation Table for Fiscal Year 2021

The following table provides information regarding the compensation and benefits earned during fiscal years 2021, 2020, and 2019 by our Named Executive Officers. For more information, please refer to the "Compensation Discussion and Analysis," as well as the "Narrative Disclosure to Summary Compensation Table and Grants of Plan-Based Awards Table."

Name and Principal Position	Year	Salary (\$)	Bonus (\$)	Stock Awards (\$) ⁽¹⁾	Option Awards (\$)	Non-equity Incentive Plan Compensation (\$) ⁽²⁾	Changes in Nonqualified Deferred Compensation Earnings (\$)	All Other Compensation (\$) ⁽³⁾	Total (\$)
Bracken Darrell President and Chief Executive Officer	FY21	973,654	—	7,598,281	—	2,437,500	—	16,670	11,026,105
	FY20	925,000	—	5,717,237	—	1,387,500	—	19,170	8,048,907
	FY19	925,000	—	5,402,635	—	2,058,125	—	19,192	8,404,952
Nate Olmstead ⁽⁴⁾ Chief Financial Officer	FY21	498,788	75,000	1,615,371	—	800,000	—	12,063	3,001,222
	FY20	413,942	135,508	3,105,656	—	509,600	—	9,498	4,174,204
Prakash Arunkundrum ⁽⁵⁾ Head of Global Operations & Sustainability	FY21	497,981	—	1,563,304	—	800,000	—	12,063	2,873,348
Samantha Harnett ⁽⁶⁾ General Counsel	FY21	318,750	—	1,065,150	—	552,500	—	5,957	1,942,357

(1) These amounts do not represent the actual economic value realized by the named executive officer. Under SEC rules, the values reported in the "Stock Awards" column reflect the aggregate grant date fair value of stock awards granted to each of the listed officers in the fiscal years shown. The key assumptions and methodology of valuation of stock awards and stock options are presented in Note 5 to the Consolidated Financial Statements included in Logitech's Annual Report to Shareholders. No stock options were granted to our named executive officers during fiscal years 2019, 2020 or 2021.

For FY21: The amount shown includes an aggregate grant date fair value of the shares issuable for PSUs granted in fiscal year 2021 at target achievement. Assuming the highest level of performance is achieved, the maximum possible value of the PSUs allocated in FY21, using the market value of our shares traded on Nasdaq Global Select Market on the grant date of the PSUs, was: (a) in the case of Mr. Darrell, \$13,500,023; (b) in the case of Mr. Olmstead, \$1,550,055; and (c) in the case of Mr. Arunkundrum \$1,500,096.

For FY20: The amount shown includes an aggregate grant date fair value of the shares issuable for PSUs granted in fiscal year 2020 at target achievement. Assuming the highest level of performance is achieved, the maximum possible value of the PSUs allocated in FY20, using the market value of our shares traded on Nasdaq Global Select Market on the grant date of the PSUs, was: (a) in the case of Mr. Darrell, \$7,500,071 and (b) in the case of Mr. Olmstead, \$1,680,007.

For FY19: The amount shown includes an aggregate grant date fair value of the shares issuable for PSUs granted in fiscal year 2019 at target achievement. Assuming the highest level of performance is achieved, the maximum possible value of the PSUs allocated in FY19, using the market value of our shares traded on Nasdaq Global Select Market on the grant date of the PSUs, was in the case of Mr. Darrell, \$6,600,009.

(2) Reflects amounts earned under the Logitech Management Performance Bonus Plan. This non-equity incentive plan compensation was earned during the applicable fiscal year but, for executive officers, was paid during the next fiscal year in accordance with the terms of the Logitech Management Performance Bonus Plan.

(3) Details regarding the various amounts included in this column are provided in the following table entitled "All Other Compensation."

(4) Mr. Olmstead was appointed our Interim Chief Financial Officer effective June 1, 2019 and promoted to Chief Financial Officer on July 22, 2019. The "Bonus" amount for Mr. Olmstead includes compensation payable to him as interim Chief Financial Officer.

(5) Mr. Arunkundrum was designated as an executive officer in May 2020.

(6) Ms. Harnett joined the Company as General Counsel in June 2020 and was designated as an executive officer in July 2020.

Compensation Report for Fiscal Year 2021

All Other Compensation Table

Name	Year	401(k) (\$)⁽¹⁾	Group Term Life Insurance and LTD (\$)	Total (\$)
Bracken Darrell	FY21	8,896	7,774	16,670
	FY20	8,400	10,770	19,170
	FY19	8,250	10,942	19,192
Nate Olmstead	FY21	8,985	3,078	12,063
	FY20	7,084	2,414	9,498
Prakash Arunkundrum	FY21	8,939	3,124	12,063
Samantha Harnett	FY21	3,889	2,068	5,957

(1) Represents 401(k) savings plan matching contributions, which are available to all of our regular employees who are on our U.S. payroll.

Compensation Report for Fiscal Year 2021

Grants of Plan-Based Awards Table for Fiscal Year 2021

The following table sets forth certain information regarding grants of plan-based awards to each of our executive officers during fiscal year 2021. For more information, please refer to the "Compensation Discussion and Analysis."

Name	Type	Grant Date (MM/DD/YY)	Approval Date	Estimated Future Payouts Under Non-Equity Incentive Plan Awards				Estimated Future Payouts Under Equity Incentive Plan Awards			All Other Stock Awards Number of Shares of Stock or Units (#) ⁽³⁾	Grant Date Fair Value (\$) ⁽⁴⁾
				Threshold (\$) ⁽¹⁾	Target (\$) ⁽¹⁾	Maximum (\$) ⁽¹⁾	Actual \$ ⁽²⁾	Threshold (#)	Target (#)	Maximum (#)		
Bracken Darrell	PSU	06/15/20		—	—	—	—	—	112,952	225,904	—	7,598,281
	FY21 Bonus	n/a	n/a	457,031	1,218,750	2,437,500	2,437,500	—	—	—	—	—
Nate Olmstead	RSU	04/15/20		—	—	—	—	—	—	—	17,063	742,946
	PSU	06/15/20		—	—	—	—	—	12,969	25,938	—	872,425
	FY21 Bonus	n/a	n/a	150,000	400,000	800,000	800,000	—	—	—	—	—
Prakash Arunkundrum	RSU	04/15/20		—	—	—	—	—	—	—	16,513	718,998
	PSU	06/15/20		—	—	—	—	—	12,551	25,102	—	844,306
	FY21 Bonus	n/a	n/a	150,000	400,000	800,000	800,000	—	—	—	—	—
Samantha Harnett	RSU	07/15/20		—	—	—	—	—	—	—	16,470	1,065,150
	FY21 Bonus	n/a	n/a	103,594	276,250	552,500	552,500	—	—	—	—	—

- (1) The amounts in these columns reflect potential payouts with respect to each applicable performance period for the fiscal year 2021 bonus programs under the Bonus Plan described in "Compensation Discussion and Analysis" above.
- (2) The amounts in this column reflect actual payouts with respect to the applicable performance period for the fiscal year 2021 bonus program under the Bonus Plan. The actual payout amounts are reflected in the "Non-Equity Incentive Plan Compensation" column of the "Summary Compensation Table for Fiscal Year 2021" above.
- (3) RSUs vest at a rate of 25% per year over four years, on each yearly anniversary of the grant date.
- (4) These amounts do not represent the actual economic value realized by the named executive officer. Amounts in this column represent the grant date fair value of RSUs and PSUs calculated in accordance with Accounting Standards Codification (ASC) 718 but does not include any reduction for estimated forfeitures. Performance-based RSUs ("PSUs") granted in fiscal year 2021 are based on non-GAAP Operating income, Weighted Average Constant Currency Revenue Growth Rate ("WACCR") and relative Total Shareholder Return ("TSR") versus the Russell 3000 Index TSR benchmark over the performance period and that number is calculated by multiplying the value determined using the Monte Carlo method assuming the WACCR is at targeted growth and the non-GAAP Operating income gate is achieved by the target number of units awarded. The key assumptions for the valuation of the PSUs are presented in Note 5 to the Consolidated Financial Statements included in Logitech's Annual Report to Shareholders and Annual Report on Form 10-K for fiscal year 2021. All shares subject to the PSU vesting conditions are unvested. The actual amount, if any, of shares that will vest under the PSU grants will not be known until May 15, 2023.

Compensation Report for Fiscal Year 2021

Narrative Disclosure to Summary Compensation Table and Grants of Plan-Based Awards Table

Employment Agreements

We have entered into employment agreements with each of our named executive officers. The employment agreements generally provide that the compensation of the named executive officer is subject to the sole discretion of the Compensation Committee or the Board of Directors. The compensation earned by the named executive officers in fiscal year 2021 was not the result of any terms of their employment agreements.

Performance-Based Vesting Conditions

Please refer to “Compensation Discussion and Analysis—Compensation Elements—Annual Cash Bonuses” for a discussion of the performance measures applicable to the Bonus Plan during fiscal year 2021. In addition, please refer to “Compensation Discussion and Analysis—Compensation Elements—Long-Term Incentive Compensation” for a discussion of performance measures under the PSUs granted to executive officers during fiscal year 2021.

Compensation Mix

Please refer to “Compensation Discussion and Analysis—Executive Compensation Highlights—Emphasis on Variable and Performance-Based Compensation” for an explanation of the amount of salary and bonus in proportion to total compensation for our executive officers during fiscal year 2021.

Outstanding Equity Awards at Fiscal Year 2021 Year-End Table

The following table provides information regarding outstanding equity awards for each of our named executive officers as of March 31, 2021. This table includes unexercised stock options, unexercised performance stock options, unvested PSUs, and unvested RSUs.

Unless otherwise specified, options and RSUs vest at a rate of 25% per year on each of the first four anniversaries of the grant date. The market value for stock options, including Premium Priced Options or PPOs, is calculated by taking the difference between the closing price of Logitech shares on the Nasdaq Global Select Market on the last trading day of the fiscal year (\$104.5 on March 31, 2021) and the option exercise price, and multiplying it by the number of outstanding options. The market value for stock awards (RSUs and PSUs at target) is determined by multiplying the number of shares subject to such awards by the closing price of Logitech shares on the Nasdaq Global Select Market on the last trading day of the fiscal year.

Starting in fiscal year 2021, we granted our CEO, Mr. Darrell, 100% of his equity compensation in PSUs (performance-based units). Beginning in fiscal year 2023, all executive officers will be granted 100% of their equity compensation in PSUs and we will eliminate the use of time-based RSUs in the annual grant for all executive officers. For fiscal year 2022, in transition to our move away from time-based RSUs, we changed the vesting of time-based RSUs to 3-year cliff vesting.

Compensation Report for Fiscal Year 2021

Name	Grant Date (MM/DD/YY)	Option Awards				Stock Awards			
		Number of Securities Underlying Unexercised Options (#)	Option Exercise Price (\$)	Option Exercise Date (MM/DD/YY)	Market Value of Unexercised Options (\$)	Number of Shares or Units of Stock That Have Not Vested (#)	Market Value of Shares or Units of Stock That Have Not Vested (\$)	Equity Incentive Plan Awards: Number of Unearned Shares, Units or Other Rights That Have Not Vested (#)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Units or Other Rights That Have Not Vested (\$)
Bracken Darrell	04/15/17	—	—	—	—	16,124	1,684,958	—	—
	04/15/18	—	—	—	—	29,698	3,103,441	89,093 (2)	9,310,219
	05/15/19	—	—	—	—	45,465	4,751,093	90,932 (1)	9,502,394
	06/15/20	—	—	—	—	—	—	112,952 (1)	11,803,484
	Total	—	—	—	—	91,287	9,539,492	292,977	30,616,097
Nate Olmstead	05/15/19	—	—	—	—	7,837 (3)	818,967	—	—
	08/15/19	—	—	—	—	26,330 (4)	2,751,485	—	—
	08/15/19	—	—	—	—	11,058	1,155,561	22,117 (1)	2,311,227
	04/15/20	—	—	—	—	17,063	1,783,084	—	—
	06/15/20	—	—	—	—	—	—	12,969 (1)	1,355,261
	Total	—	—	—	—	62,288	6,509,097	35,086	3,666,488
Prakash Arunkundrum	06/15/17	—	—	—	—	973	101,679	—	—
	04/15/18	—	—	—	—	3,240	338,580	9,720 (2)	1,015,740
	03/15/19	54,923	38.65	3/15/2029	3,616,680	19,405	2,027,823	—	—
	04/15/19	—	—	—	—	5,092	532,114	10,185 (1)	1,064,333
	04/15/20	—	—	—	—	16,513	1,725,609	—	—
	06/15/20	—	—	—	—	—	—	12,551 (1)	1,311,580
	Total	54,923	38.65	47,192	3,616,680	45,223	4,725,805	32,456	3,391,653
Samantha Harnett	07/15/20	—	—	—	—	16,470 (5)	1,721,115	—	—
	Total	—	—	—	—	16,470	1,721,115	—	—

- (1) The actual conversion, if any, of the PSUs granted in fiscal year 2020 and 2021 into Logitech shares following the conclusion of the 3-year performance period will range between 0% and 200% of that target amount, depending upon on the achievement of Weighted Average Constant Currency Revenue Growth Rate ("WACCR"), non-GAAP operating income, and TSR versus the Nasdaq-100 Index or Russell 3000 TSR benchmark over the performance period.
- (2) The actual conversion of the PSUs based on relative TSR granted in fiscal year 2019 into Logitech shares was 200% of that target amount, based on the achievement of Weighted Average Constant Currency Revenue Growth Rate ("WACCR"), non-GAAP operating income, and Logitech's TSR performance versus the Nasdaq-100 index TSR benchmark from April 1, 2018 to March 31, 2021, which was confirmed by the Compensation Committee subsequently in May 2021.
- (3) New hire award provided as part of the offer package when Mr. Olmstead joined Logitech as Vice President of Business Finance in April 2019. The RSU award vests in four equal annual installments over a four-year vesting period based on the continued service of the executive officer on each such vesting date.
- (4) Mr. Olmstead received an RSU grant when he was appointed Chief Financial Officer. The RSU award vests over four years with 33% vesting in two years, 33% vesting in three years and the final 33% vesting in four years from the grant date.
- (5) New hire award provided as part of the offer package when Ms. Harnett joined Logitech as General Counsel in June 2020, including RSUs to offset equity that was forfeited at her prior employer.

Compensation Report for Fiscal Year 2021

Option Exercises and Stock Vested Table for Fiscal Year 2021

The following table provides the number of shares acquired and the value realized upon exercise of stock options and the vesting of PSUs and RSUs during fiscal year 2021 by each of our named executive officers.

Name	Option Award		Stock Awards	
	Number of Shares Acquired on Exercise (#)	Value Realized on Exercise (\$) ⁽¹⁾	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting (\$) ⁽²⁾
Bracken Darrell	1,160,021	56,213,502	228,966	11,689,511
Nate Olmstead	—	—	16,750	964,496
Prakash Arunkundrum	10,000	588,500	16,139	817,944
Samantha Harnett	—	—	—	—

(1) The value realized equals the difference between the option exercise price and the fair market value of Logitech shares on the date of exercise, multiplied by the number of shares for which the option was exercised.

(2) Based on the closing trading price of Logitech shares on the Nasdaq Global Select Market on the date of vesting of the underlying awards.

Pension Benefits Table for Fiscal Year 2021

No executive officers are beneficiaries under any pension plan benefits maintained by Logitech.

Non-qualified Deferred Compensation Table for Fiscal Year 2021

The following table sets forth information regarding the participation by our named executive officers in the Logitech Inc. U.S. Deferred Compensation Plan during fiscal year 2021 and at fiscal year-end.

Name	Executive Contributions in Last Fiscal Year (\$) ⁽¹⁾	Logitech Contributions in Last Fiscal Year (\$)	Aggregate Earnings in Last Fiscal Year (\$) ⁽²⁾	Aggregate Withdrawals/Distributions (\$)	Aggregate Balance at Last Fiscal Year End (\$)
Bracken Darrell	—	—	—	—	—
Nate Olmstead	—	—	—	—	—
Prakash Arunkundrum	634,495	—	372,604	—	1,573,663
Samantha Harnett	—	—	—	—	—

(1) Amounts are included in the "Summary Compensation Table for Fiscal Year 2021" in the "Non-equity Incentive Plan Compensation" column for fiscal year 2021. All contributions were made under the Logitech Inc. Deferred Compensation Plan.

(2) These amounts are not included in the "Summary Compensation Table for Fiscal Year 2021" because plan earnings were not preferential or above market.

Narrative Disclosure to Non-Qualified Deferred Compensation Table

Please refer to "Compensation Discussion and Analysis—Compensation Elements—Deferred Compensation Plan" for a discussion of the Logitech Inc. U.S. Deferred Compensation Plan, effective January 1, 2009, as amended and restated effective January 1, 2017.

Compensation Report for Fiscal Year 2021

Payments upon Termination or Change in Control

We have entered into agreements that provide for payments under certain circumstances in the event of termination of employment or service of our executive officers. These agreements include:

- PSU and RSU award agreements that provide for the accelerated vesting of the shares subject to the award agreements under certain circumstances described below.
- Employment or other agreements with our named executive officers, under which each of them is entitled to receive a 12 or nine-month notice period or becomes subject to non-competition provisions if we terminate his or her employment or if he or she resigns.

Other than the agreements above, there are no agreements or arrangements for the payment of compensation to a named executive officer in the event of his involuntary termination with or without cause.

PSU and RSU Award Agreements

The treatment of equity upon termination of employment depends on the reason for termination and the employee's age and length of service at termination.

Change of Control

The PSU and RSU award agreements for named executive officers provide for the acceleration of vesting of the equity awards subject to the award agreements if the named executive officer is subject to an involuntary termination of employment within 12 months after a change of control because his or her employment is terminated without cause or the executive resigns for good reason. In the event of such an involuntary termination following a change of control all shares subject to the RSUs will vest.

Death and Disability

If an executive officer dies or has a separation of service due to disability, all shares subject to the RSUs will vest. For PSUs, if the separation of service occurs during the performance period, the employee or the employee's estate receives a prorated number of the target shares based on the length of service during the performance period.

Retirement

For grants awarded in April 2017 or later, if an executive officer has a separation of service after meeting the age and service requirement, as applicable, all shares subject to the RSUs will continue to vest. For PSUs, if separation of service occurs during the performance period, the award continues to vest and the employee receives a prorated number of the actual earned shares at the regular vesting date based on the length of service during the performance period. The age and service requirement for the named executive officers is generally age 55 with at least ten years of service.

Tables of Potential Payments Upon Termination or Change in Control

The table below estimates the amount of compensation that would be paid in the event of an involuntary termination of employment of a named executive officer without cause after a change in control, assuming that each of the terminations was effective as of March 31, 2021, subject to the terms of the PSU and RSU award agreements with each of the listed executive officers. Since December 2015, we do not have any cash payment related to termination of employment or change of control in compliance with the Minder Ordinance.

As of March 31, 2021, no compensation amounts were payable to any named executive officer in the event of a mutual agreement to terminate employment, whether upon retirement or otherwise.

The price used for determining the value of accelerated vesting of outstanding and unvested equity awards in the tables below was the closing price of Logitech's shares on the Nasdaq Global Select Market on March 31, 2021, the last business day of the fiscal year, of \$104.50 per share.

Compensation Report for Fiscal Year 2021

POTENTIAL PAYMENTS UPON INVOLUNTARY TERMINATION AFTER CHANGE IN CONTROL

Name	Value of Accelerated Equity Awards ⁽¹⁾ (\$)
Bracken Darrell	28,159,929
Nate Olmstead	6,509,096
Prakash Arunkundrum	6,757,284
Samantha Harnett	1,721,115

(1) Represents, as of March 31, 2021, the aggregate market value of shares underlying all unvested RSUs and PSUs, in each case held by the named executive officer as of March 31, 2021 that are subject to acceleration according to the terms of an equity award agreement. For the PSUs granted on April 15, 2018 based on non-GAAP Operating income, Weighted Average Constant Currency Revenue Growth Rate ("WACCR") and relative TSR, as of March 31, 2021 the performance condition was at a level which would have produced a payout percentage of 200%; therefore, 200% of such value was attributed to the shares subject to such PSUs.

Pay Ratio

For fiscal year 2021:

- the median of the annual total compensation of all employees of our company (other than our Chief Executive Officer) was \$10,567; and
- the annual total compensation of Mr. Bracken Darrell, our President and Chief Executive Officer, was \$11,026,105.

Based on this information, for fiscal year 2021 the ratio of the annual total compensation of Mr. Darrell to the median of the annual total compensation of all employees was 1,043 to 1. This ratio is a reasonable estimate calculated in a manner consistent with Item 402(u) of Regulation S-K under the Securities Exchange Act of 1934.

As permitted by SEC rules, to identify our median employee, we selected base pay, which we calculated as annual base pay using a reasonable estimate of the hours worked during fiscal year 2021 for hourly employees and using annual salary levels for our remaining employees, as the compensation measure to be used to compare the compensation of our employees as of January 31, 2019 for the ten-month period from April 1, 2018 through January 31, 2019. We annualized base pay for any permanent employees who commenced work during fiscal year 2021. We did not include any contractors or other non-employee workers in our employee population.

Using this approach, we selected the individual at the median of our employee population, who was an employee based in India. We then calculated annual total compensation for this individual using the same methodology we use for our Named Executive Officers as set forth in our "Summary Compensation Table for Fiscal Year 2019". We determined that such individual's annual total compensation for the fiscal year ended March 31, 2021 was \$10,567.

During fiscal year 2021, Mr. Darrell served as our President and Chief Executive Officer. We determined Mr. Darrell's annual total compensation for the fiscal year ended March 31, 2021 was \$11,026,105, as reported in our "Summary Compensation Table for Fiscal Year 2021".

Compensation Report for Fiscal Year 2021

Compensation of Non-Employee Directors

For fiscal year 2021, the compensation of the members of the Board of Directors that are not Logitech employees, or non-employee directors, was determined by the Compensation Committee, consisting entirely of independent directors, and recommended to the full Board for approval.

The general policy is that compensation for non-employee directors should consist of a mix of cash and equity-based compensation. For fiscal year 2021, to assist the Compensation Committee in its annual review of director compensation, Compensia provided a written analysis of director pay practices and compensation data compiled from the annual reports and proxy statements of companies within our compensation peer group.

For fiscal year 2021, cash compensation of non-employee directors consists solely of annual retainers based on Board and committee service. Non-employee directors also receive an annual RSU grant based on a fixed market value. During fiscal year 2021, these annual RSU grants were made on the day of our Annual General Meeting with a one-year vesting period.

Directors who are Logitech employees do not receive any compensation for their service on the Board of Directors. Non-employee director compensation for the 2020 to 2021 Board Year consists of the following elements:

	Amount (CHF)	Amount (\$) ⁽¹⁾
Annual cash retainer	60,000	64,878
An additional annual cash retainer for the non-executive chairperson	150,000	162,195
An additional annual cash retainer for the lead independent director	20,000	21,626
Annual retainer for the Audit Committee chair	40,000	43,252
Annual retainer for the Compensation Committee chair	40,000	43,252
Annual retainer for the Nominating and Governance Committee chair	15,000	16,220
Annual retainer for the Technology and Innovation Committee chair	11,000	11,894
Annual retainer for non-chair Audit Committee members	20,000	21,626
Annual retainer for non-chair Compensation Committee members	15,000	16,220
Annual retainer for non-chair Nominating and Governance Committee members	5,000	5,407
Annual retainer for non-chair Technology and Innovation Committee members	5,000	5,407
Annual RSU grant	200,000	216,260
Reimbursement of reasonable expenses for non-local travel (business class)		

(1) Amounts in Swiss Francs were converted using the 12-month average (April 2020 to March 2021) exchange rate of 1 Swiss Franc to 1.0813 U.S. Dollars.

Non-employee Board members may elect to receive their Board fees in shares, net of withholding at the market price on the date of the Annual General Meeting. Any such shares are to be issued under the 2006 Stock Incentive Plan.

The following table summarizes the total compensation earned or paid by Logitech during fiscal year 2021 to members of the Board of Directors who were not executive officers as of March 31, 2021. Because the table is based on Logitech's fiscal year, and annual service for purposes of Board compensation is measured between the dates of Logitech's Annual General Meetings, usually held in September each year, the amounts in the table do not necessarily align with the description of Board compensation above.

Information regarding compensation paid to and the option and stock awards held by Bracken Darrell, a member of the Board of Directors that is a Logitech executive officer as of fiscal year-end 2021, are presented in the "Summary Compensation Table for Fiscal Year 2021" and the "Outstanding Equity Awards at Fiscal Year 2021 Year-End Table", respectively.

Compensation Report for Fiscal Year 2021

NON-EMPLOYEE DIRECTOR COMPENSATION TABLE FOR FISCAL YEAR 2021

Name	Fees Earned in Cash (\$) ⁽¹⁾	Stock Awards (\$) ⁽²⁾	Total (\$)
Patrick Aebischer	75,691	215,651	291,342
Wendy Becker ⁽³⁾	243,293	215,651	458,944
Edouard Bugnion	92,992	215,651	308,643
Guy Gecht	70,285	215,651	285,936
Didier Hirsch	113,537	215,651	329,188
Neil Hunt	86,504	215,651	302,155
Marjorie Lao	86,504	215,651	302,155
Neela Montgomery	86,504	215,651	302,155
Michael Polk ⁽³⁾	111,284	215,651	326,935
Deborah Thomas ⁽⁴⁾	50,461	215,651	266,112

(1) Amounts in Swiss Francs were converted using the 12-month average (April 2020 to March 2021) exchange rate of 1 Swiss Franc to 1.0813 U.S. Dollars.

(2) Amounts shown do not reflect compensation actually received by the directors. Instead, the amount shown is the aggregate grant date fair value of stock-related awards granted in fiscal year 2021 computed in accordance with ASC Topic 718 -- Compensation -- Stock Compensation, disregarding forfeiture assumptions. The grant date fair value used to calculate the aggregate value for fiscal year 2021 was CHF 62.82 per share.

(3) Wendy Becker and Michael Polk elected to receive all or a portion of their Board fees in shares.

(4) Deborah Thomas was first elected as a director at the Annual General Meeting in September 2020.

Note: Riet Cadonau was elected to the Board at the Annual General Meeting in September 2020 but, as reported at the time of his nomination and election, he did not join the Board until April 1, 2021 and did not receive any compensation in fiscal year 2021.

The following table presents additional information with respect to the equity awards held as of March 31, 2021 by members of the Board of Directors who were not executive officers as of fiscal year-end.

The market value for RSUs is determined by multiplying the number of shares subject to the award by the closing price of Logitech shares on the Nasdaq Global Select Market on the last trading day of the fiscal year.

Compensation Report for Fiscal Year 2021

OUTSTANDING EQUITY AWARDS FOR NON-EMPLOYEE DIRECTORS AT FISCAL YEAR 2021 YEAR-END

Name	Grant Date (MM/DD/YY)	Option Awards				Stock Awards	
		Number of Securities Underlying Unexercised Options Exercisable (#)	Number of Securities Underlying Unexercised Options Unexercisable (#)	Option Exercise Price / Share (\$)	Market Value of Unexercised Options (\$)	Number of Shares or Units of Stock That Have Not Vested ⁽¹⁾ (#)	Market Value of Shares or Units of Stock That Have Not Vested (\$)
Patrick Aebischer	09/09/20	—	—	—	—	3,144	337,037
Wendy Becker	09/09/20	—	—	—	—	3,144	337,037
Edouard Bugnion	09/09/20	—	—	—	—	3,144	337,037
Guy Gecht	09/09/20	—	—	—	—	3,144	337,037
Didier Hirsch	09/09/20	—	—	—	—	3,144	337,037
Neil Hunt	09/09/20	—	—	—	—	3,144	337,037
Marjorie Lao	09/09/20	—	—	—	—	3,144	337,037
Neela Montgomery	09/09/20	—	—	—	—	3,144	337,037
Michael Polk	09/09/20	—	—	—	—	3,144	337,037
Deborah Thomas	09/09/20	—	—	—	—	3,144	337,037

- (1) The shares subject to these stock awards vest in full on the first anniversary of the grant date or, if earlier and only if the director is not re-elected as a director at such annual general meeting, the date of the next annual general meeting following the grant date. If the non-employee director ceases to provide service prior to the applicable vesting date (for reasons other than death or disability), all unvested stock awards are forfeited. If a non-employee director dies or has a separation of service due to disability, all shares subject to the stock award will vest.

Note: Riet Cadonau was elected to the Board at the Annual General Meeting in September 2020 but, as reported at the time of his nomination and election, he did not join the Board until April 1, 2021 and did not receive any stock awards in fiscal year 2021. Mr. Cadonau received an RSU grant on April 15, 2021 for 863 shares that will vest based on the same criteria set forth in footnote 1 above.

Compensation Report for Fiscal Year 2021

Compensation Tables Audited Under Swiss Law

1. Introduction

This section includes the compensation tables that are audited according to Article 17 of the Swiss Ordinance against Excessive Compensation in Listed Stock Corporations.

2. Compensation of members of the Group Management Team in Fiscal Years 2021 and 2020

The following tables sets forth the total amount of compensation paid to members of the Group Management Team for services performed in the fiscal years ended March 31, 2021 and 2020:

Fiscal Year 2021

(in CHF) ⁽¹⁾	Base Salary	Bonus ⁽²⁾	Stock Awards ⁽³⁾	Other Compensation ⁽⁴⁾	Total
Bracken Darrell, President and CEO	900,448	2,254,231	7,026,987	287,665	10,469,331
Nate Olmstead, Chief Financial Officer	461,285	809,211	1,493,916	96,611	2,861,023
Prakash Arunkundrum, Head of Global Operations & Sustainability ⁽⁵⁾	378,818	739,850	780,825	82,847	1,982,340
Samantha Harnett, General Counsel ⁽⁶⁾	284,202	510,959	985,064	71,623	1,851,848
Total Group Management Team	2,024,753	4,314,251	10,286,792	538,746	17,164,542

Fiscal Year 2020

(in CHF) ⁽⁹⁾	Base Salary	Bonus ⁽²⁾	Stock Awards ⁽³⁾	Other Compensation ⁽⁴⁾	Total
Bracken Darrell, President and CEO	915,660	1,373,490	5,659,510	237,455	8,186,115
Nate Olmstead, Chief Financial Officer ⁽⁷⁾	303,158	578,698	2,305,098	100,821	3,287,775
Vincent Pilette, former Chief Financial Officer ⁽⁸⁾	86,617	—	—	101,000	187,617
Total Group Management Team	1,305,435	1,952,188	7,964,608	439,276	11,661,507

- 1) Fiscal year 2021 U.S. Dollar amounts converted to Swiss Francs using the 12 month average (April 2020 to March 2021) exchange rate of 1CHF = US\$1.0813.
- 2) Bonus reflects amounts earned under the Logitech Management Performance Bonus Plan. The amounts for Nate Olmstead include a special bonus received in fiscal years 2020 and 2021 after Mr. Olmstead's promotion to Chief Financial Officer and appointment to the Group Management Team.
- 3) Amounts shown reflect the grant date fair value, by fiscal year, of stock awards granted in such fiscal year. The key assumptions and methodology for valuation of stock awards are presented in Note 5 to Logitech's consolidated financial statements on page 70 of the Company's 2021 Annual Report. For fiscal year 2021, the amount for Prakash Arunkundrum reflects stock grants awarded after he was appointed a member of the Group Management Team. For fiscal year 2020, the amount for Nate Olmstead includes a stock award when he assumed the role of Chief Financial Officer and a fiscal year 2020 annual stock award consistent with other members of the Group Management Team.
- 4) Other compensation includes term life insurance premiums, long-term disability insurance premiums, employer's contribution to medical premiums, matching contributions made by the Company to the Logitech Inc. 401(k) plan, payout of accrued and unused vacation time for departing members, and employer's contribution to social security and Medicare.

Compensation Report for Fiscal Year 2021

- 5) Prakash Arunkundrum was appointed as a member of the Group Management Team on May 27, 2020. His reported compensation for fiscal year 2021 reflects payments received and stock grants awarded after Mr. Arunkundrum's appointment to the Group Management Team.
- 6) Samantha Harnett joined the Company as General Counsel on June 22, 2020 and was appointed as a member of the Group Management Team as of July 1, 2020. Her reported compensation for fiscal year 2021 reflects payments received and stock grants awarded after Ms. Harnett's appointment to the Group Management Team.
- 7) Nate Olmstead joined the Company as head of Financial Planning & Analysis on April 1, 2019, was appointed as the Company's interim Chief Financial Officer, effective as of June 1, 2019, and was appointed as the Company's Chief Financial Officer and a member of the Group Management Team on July 22, 2019. His reported compensation for fiscal year 2020 reflects payments received and stock grants awarded after Mr. Olmstead's promotion to Chief Financial Officer and appointment to the Group Management Team.
- 8) Vincent Pilette resigned as Chief Financial Officer and the Company accepted his resignation from the Group Management Team, effective as of May 17, 2019.
- 9) Fiscal year 2020 U.S. Dollar amounts converted to Swiss Francs using the 12 month average (April 2019 to March 2020) exchange rate of 1CHF = US\$1.0102.

The Company paid a former Group Management Team member CHF 545,955 in fiscal year 2020 and CHF 181,985 in fiscal year 2021 in connection with a non-compete agreement.

3. Compensation of Board of Directors in Fiscal Years 2021 and 2020

The following tables set forth compensation Logitech paid or accrued for payment to the individual members of the Board of Directors for services performed in the fiscal years ended March 31, 2021 and 2020:

Fiscal Year 2021

(in CHF) ⁽¹⁾	Base Salary ⁽²⁾	Bonus ⁽³⁾	Stock Awards ⁽⁴⁾	Other Compensation ⁽⁵⁾	Total
Patrick Aebischer	70,000	—	199,437	26,058	295,495
Wendy Becker	225,000	—	199,437	40,026	464,463
Edouard Bugnion	86,000	—	199,437	27,500	312,937
Guerrino De Luca ⁽⁶⁾	216,975	250,198	443,306	48,019	958,498
Guy Gecht	65,000	—	199,437	25,608	290,045
Didier Hirsch	105,000	—	199,437	—	304,437
Neil Hunt	80,000	—	199,437	26,960	306,397
Marjorie Lao	80,000	—	199,437	26,960	306,397
Neela Montgomery	80,000	—	199,437	26,960	306,397
Michael Polk	102,917	—	199,437	29,029	331,383
Deborah Thomas ⁽⁷⁾	46,667	—	199,437	23,956	270,060
Total Board Members⁽⁸⁾	1,157,559	250,198	2,437,676	301,076	4,146,509

Compensation Report for Fiscal Year 2021

Fiscal Year 2020

(in CHF) ⁽¹³⁾	Base Salary ⁽²⁾	Bonus ⁽³⁾	Stock Awards ⁽⁴⁾	Other Compensation ⁽⁵⁾	Total
Patrick Aebischer	72,500	—	197,558	26,114	296,172
Wendy Becker ⁽⁹⁾	175,000	—	197,558	35,351	407,909
Edouard Bugnion	86,000	—	197,558	27,331	310,889
Guerrino De Luca ⁽⁶⁾	494,951	524,649	494,234	77,002	1,590,836
Guy Gecht ⁽¹⁰⁾	37,917	—	197,558	22,998	258,473
Didier Hirsch	105,000	—	197,558	—	302,558
Neil Hunt	88,333	—	197,558	27,541	313,432
Marjorie Lao	71,667	—	197,558	26,039	295,264
Neela Montgomery	80,000	—	197,558	26,790	304,348
Dimitri Panayotopoulos ⁽¹¹⁾	16,415	—	—	—	16,415
Michael Polk ⁽¹⁰⁾	58,333	—	197,558	24,838	280,729
Lung Yeh ⁽¹²⁾	35,417	—	—	—	35,417
Total Board Members⁽⁸⁾	1,321,533	524,649	2,272,256	294,004	4,412,442

- 1) Fiscal year 2021 U.S. Dollar amounts converted to Swiss Francs using the 12 month average (April 2020 to March 2021) exchange rate of 1CHF = US\$1.0813.
- 2) Base salary for non-employee members of the Board of Directors includes annual Board and committee retainers.
- 3) Bonus includes amounts earned under the Logitech Management Performance Bonus Plan.
- 4) Amounts shown reflect the grant date fair value of the annual stock award. The key assumptions and methodology for valuation of stock awards are presented in Note 5 to Logitech's consolidated financial statements on page 74 of the Company's 2020 Annual Report.
- 5) Other compensation for Mr. De Luca includes term life insurance premiums, long-term disability insurance premiums, employer's contribution to medical premiums, matching contributions made by the Company to the Logitech Inc. 401(k) plan and employer's contribution to social security and Medicare. Other compensation for the non-employee members of the Board includes Logitech's contributions to social security.
- 6) Guerrino De Luca did not stand for re-election as a director at the Annual General Meeting in September 2020 and his reported compensation for fiscal year 2021 reflects stock grants awarded and the period of time in fiscal year 2021 during which Mr. De Luca was a member of the Board. As a former executive member of the Board of Directors through the Annual General Meeting in September 2020 and former Chairperson through the Annual General Meeting in September 2019, his compensation was structured similarly to the members of the Group Management Team and other employees, as applicable. He did not receive the retainers or equity awards used to compensate the non-employee members of the Board.
- 7) Deborah Thomas was first elected as a director at the Annual General Meeting in September 2020.
- 8) Total Board Members does not include the compensation of Bracken Darrell, Logitech's President and Chief Executive Officer, who is also a member of the Board. Mr. Darrell's compensation is included as part of Total Group Management Team. Riet Cadonau was elected to the Board at the Annual General Meeting in September 2020 but, as reported at the time of his nomination and election, he did not join the Board until April 1, 2021 and did not receive any compensation in fiscal year 2021.
- 9) Wendy Becker is Logitech's Chairperson as of the Annual General Meeting in September 2019.
- 10) Guy Gecht and Michael Polk were first elected as directors at the Annual General Meeting in September 2019.
- 11) Dimitri Panayotopoulos stepped down as a director in June 2019. He received a pro-rated portion of his retainers and the stock award for the 2018 to 2019 Board Year was forfeited.
- 12) Lung Yeh did not stand for re-election as a director at the Annual General Meeting in September 2019.
- 13) Fiscal year 2020 U.S. Dollar amounts converted to Swiss Francs using the 12 month average (April 2019 to March 2020) exchange rate of 1CHF = US\$1.0102.

4. Loans, credits and other payments

There were no loans or credits made or outstanding at any time during fiscal years 2021 and 2020 to any current or former members of the Board of Directors or Group Management Team. In addition, no compensation was paid or loans made during fiscal years 2021 and 2020 to parties closely related to members of the Board of Directors or Group Management Team.

No additional fees or compensation have been paid during fiscal years 2021 and 2020 to any current or former members of the Board of Directors or Group Management Team other than as noted above.



Report of the Statutory Auditor

To the General Meeting of Logitech International S.A., Apples

We have audited the accompanying remuneration report of Logitech International S.A. for the year ended March 31, 2021.

Responsibility of the Board of Directors

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the remuneration report for the year ended March 31, 2021 of Logitech International S.A. complies with Swiss law and articles 14 – 16 of the Ordinance.

KPMG AG

Rolf Hauenstein
Licensed Audit Expert
Auditor in Charge

Regula Tobler
Licensed Audit Expert

Zurich, May 12, 2021

Enclosure:
– Remuneration report

KPMG AG, R ffelstrasse 28, PO Box, CH-8036 Zurich

  2021 KPMG AG, a Swiss corporation, is a subsidiary of KPMG Holding AG, which is a member of the KPMG global organization of independent firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

Equity Compensation Plan Information

The following table summarizes the shares that may be issued upon the exercise of options (including PSOs and PPOs), RSUs, PSUs, and other rights under our employee equity compensation plans as of March 31, 2021. These plans include the 1996 Employee Share Purchase Plan (U.S.) and 2006 Employee Share Purchase Plan (Non-U.S.) (together, the “ESPPs”), 2006 Stock Incentive Plan and 2012 Stock Inducement Equity Plan.

Plan Category	(a) Number of Securities to be Issued Upon Exercise of Outstanding Options, Warrants and Rights (#)	(b) Weighted Average Exercise Price of Outstanding Options, Warrants and Rights ⁽¹⁾	(c) Number of Securities Remaining Available for Future Issuance Under Equity Compensation Plans (Excluding Securities Reflected in Column (a)) (#)
Equity Compensation Plans Approved by Security Holders	4,264,442 (2)	\$34	12,500,278
Equity Compensation Plans Not Approved by Security Holders	0 (3)	\$0	—
Total	4,264,442 (4)	\$34	12,500,278 (5)

(1) The weighted average exercise price is calculated based solely on outstanding options.

(2) Includes options and rights to acquire shares outstanding under our 1996 Employee Share Purchase Plan (U.S.), 2006 Employee Share Purchase Plan (Non-U.S.) and 2006 Stock Incentive Plan.

(3) Includes options and rights to acquire shares outstanding under our 2012 Stock Inducement Equity Plan adopted under the Nasdaq rules.

(4) Represents approximately 2.5% of the issued and outstanding share capital of the Company as of March 31, 2021.

(5) Represents approximately 7.4% of the issued and outstanding share capital of the Company as of March 31, 2021.

2012 Stock Inducement Equity Plan

Under the 2012 Stock Inducement Equity Plan, stock options and RSUs may be granted to eligible employees to serve as inducement material to enter into employment with the Company. Awards under the 2012 Stock Inducement Equity Plan may be conditioned on continued employment, the passage of time or the satisfaction of performance vesting criteria, based on individual written employment offer letters. The 2012 Stock Inducement Equity Plan has an expiration date of March 31, 2022. As of March 31, 2021, an aggregate of 1,800,000 shares was reserved for issuance under the 2012 Stock Inducement Equity Plan. As of March 31, 2021, no shares were available for issuance under this plan.

2006 Stock Incentive Plan

The Logitech International S.A. 2006 Stock Incentive Plan provides for the grant to eligible employees and non-employee members of the Board of Directors of stock options, stock appreciation rights, restricted stock, and restricted stock units. As of March 31, 2021, Logitech has granted stock options (including PSOs), RSUs, and PSUs under the 2006 Stock Incentive Plan and has made no grants of restricted shares or stock appreciation rights. Stock options granted under the 2006 Stock Incentive Plan generally will have terms not exceeding ten years and will be issued at exercise prices not less than the fair market value on the date of grant. Awards under the 2006 Stock Incentive Plan may be conditioned on continued employment, the passage of time, or the satisfaction of performance vesting criteria. As of March 31, 2021, an aggregate of 30,550,000 shares was reserved for issuance under the 2006 Stock Incentive Plan. As of March 31, 2021, a total of 7,809,164 shares were available for issuance under this plan.

Employee Share Purchase Plans

Logitech maintains two employee share purchase plans, one for employees in the United States and one for employees outside the United States. The plan for employees outside the United States is named the 2006 Employee Share Purchase Plan (Non-U.S.), or 2006 ESPP, and was approved by the Board of Directors in June 2006. The plan for

Equity Compensation Plan Information

employees in the United States is named the 1996 Employee Share Purchase Plan (U.S.), or 1996 ESPP. The 1996 ESPP was the worldwide plan until the adoption of the 2006 ESPP in June 2006. Under both plans, eligible employees may purchase shares with up to 10% of their earnings at the lower of 85% of the fair market value at the beginning or the end of each six-month offering period. Purchases under the plans are limited to a fair value of \$25,000 in any one year, calculated in accordance with U.S. tax laws. During each offering period, payroll deductions of employee participants are accumulated under the share purchase plan. Subject to continued participation in these plans, purchase agreements are automatically executed at the end of each offering period. As of March 31, 2020, an aggregate of 29,000,000 shares was reserved for issuance under both the 1996 and 2006 ESPPs. As of March 31, 2021, a total of 4,691,114 shares were available for issuance under the ESPPs.



**Annual Report
Fiscal Year 2021**

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following Management's Discussion and Analysis of Financial Condition and Results of Operations contains forward-looking statements that involve risks and uncertainties. Our actual results could differ materially from those anticipated in these statements as a result of certain factors, including those set forth in the Company's Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission and posted to the Company's Investor Relations website, under Item 1A "Risk Factors," and in Item 7A, "Quantitative and Qualitative Disclosures about Market Risk." Please read the following discussion and analysis of our financial condition and results of operations together with our consolidated financial statements and related notes included in this Annual Report. Terms used and not otherwise defined in this Annual Report have the meanings set forth in the Company's Annual Report on Form 10-K.

Overview of Our Company

Logitech is a world leader in designing, manufacturing and marketing products that help connect people to digital and cloud experiences. Almost 40 years ago, Logitech created products to improve experiences around the personal computer (PC) platform, and today it is a multi-brand, multi-category company designing products that enable people to pursue their passions and connect to the world. Logitech's products align with several large secular trends including work and learn from anywhere, video everywhere, the increasing popularity of gaming as a spectator and participant sport, and the democratization of content creation. Logitech's brands include Logitech, Logitech G, ASTRO Gaming, Streamlabs, Blue Microphones, Ultimate Ears, and Jaybird. Our Company's website is www.logitech.com.

Our products participate in five large market opportunities: Creativity & Productivity, Gaming, Video Collaboration, Music and Smart Home. We sell our products to a broad network of domestic and international customers, including direct sales to retailers and e-tailers, and indirect sales through distributors. Our worldwide channel network includes consumer electronics distributors, retailers, mass merchandisers, specialty stores, computer and telecommunications stores, value-added resellers and online merchants. We sell our services directly to end customers in majority.

From time to time, we may seek to partner with or acquire, when appropriate, companies that have products, personnel, and technologies that complement our strategic direction. We continually review our product offerings and our strategic direction in light of our profitability targets, competitive conditions, changing consumer trends and the evolving nature of the interface between the consumer and the digital world.

On February 17, 2021, we acquired all equity interests of Mevo Inc. (Mevo) for a total upfront cash consideration of \$33.2 million, which included a working capital adjustment, plus additional contingent consideration of up to \$17.0 million payable in cash only upon the achievement of certain net revenues for the period beginning on December 26, 2020 and ending on December 31, 2021 (the Mevo Acquisition). The Mevo Acquisition is complementary to the Company's PC Webcams portfolio and will better enable us to offer end-to-end solutions for streaming and content creation.

On October 31, 2019, the Company acquired all equity interests in General Workings, Inc. (Streamlabs) for a total consideration of \$105.7 million, which included a working capital adjustment, plus additional contingent consideration of \$29.0 million payable in stock only upon the achievement of certain net revenues for the period beginning on January 1, 2020 and ending on June 30, 2020 (the Streamlabs Acquisition). Streamlabs is a leading provider of software and tools for professional streamers. The Streamlabs Acquisition is complementary to the Company's Gaming portfolio.

Impacts of COVID-19 to Our Business

In March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a pandemic, which continues to spread throughout the world. The spread of COVID-19 has caused public health officials to recommend precautions to mitigate the spread of the virus and, in certain markets in which we operate, government authorities have from time to time issued orders that require the closure of or restrictions on non-essential businesses and people to be quarantined or to shelter-at-home. The COVID-19 pandemic has curtailed global economic activity, caused volatility and disruption in global financial and commercial markets, and is likely to continue to cause uncertainty for an indeterminate amount of time. We are conducting our business with substantial modifications, such as employee remote work in non-manufacturing facilities and travel limitations, among other changes. We are continuing to actively monitor the situation and may take further actions that alter our business

operations as may be required by federal, state or local authorities in the countries in which we operate, or that we determine are in the best interest of our employees, customers, partners, suppliers or shareholders.

In fiscal year 2021, we experienced disruptions to our supply chain and logistics services, inventory constraints, and increased logistics costs, as we attempted to address the effects of COVID-19. At the same time, due to the shelter-at-home requirements or other restrictions in many countries, there has been acceleration of work-from-anywhere, study-from-anywhere, gaming, video collaboration and streaming trends and high demand and consumption of certain of our products that have led to increased sales and operating income. While it is not yet clear how long the positive demand dynamics will continue, we expect the increased logistics costs to continue through fiscal year 2022. In addition, if the positive demand does not continue during fiscal year 2022, it may lead to higher promotions, or excess inventories, or both, which will have an adverse impact on our results of operations. It is difficult to predict the progression, the duration and all of the effects of COVID-19, when business restrictions and shelter-at-home guidelines may be eased or lifted on a global basis, and how consumer demand, inventory and logistical effects and costs may evolve over time, or the impact on our future sales and results of operations. The full extent of the impact of COVID-19 on our business and our operational and financial performance is currently uncertain and will depend on many factors outside our control. For additional information, see "*Liquidity and Capital Resources*" below and Item 1A "*Risk Factors*," including under the caption "*The full effect of the COVID-19 pandemic is still uncertain and cannot be predicted, and it could adversely affect the Company's business, results of operations and financial condition.*"

Summary of Financial Results

Our total sales for fiscal year 2021 increased 76% in comparison to fiscal year 2020, due to stronger sales across all regions and most of our product categories from increased remote work and learning trends, accelerated adoption of video communications, and greater gaming viewership, creation, and participation from home, as a result of COVID-19. Our consolidated statements of operations for fiscal year 2021 include the results of operations for current year acquisitions from their respective dates of acquisition.

Sales for fiscal year 2021 increased 72%, 84% and 75% in the Americas, EMEA and Asia Pacific, respectively, in comparison to fiscal year 2020.

Gross margin increased by 680 basis points to 44.5% during fiscal year 2021, compared to fiscal year 2020. Our gross margin benefited from higher sales volume, restrained promotional spending, and favorable product mix, which more than offset higher logistics costs to meet strong demand.

Operating expenses for fiscal year 2021 were \$1,187.6 million, or 22.6% of sales, compared to \$845.9 million, or 28.4% of sales, for fiscal year 2020. The increase in operating expenses was primarily driven by \$185.6 million higher personnel-related costs due to additional headcount across departments to support business growth and from business acquisitions, \$135.1 million higher third-party costs to support our long-term growth opportunities and branding development, and a \$30 million contribution into a charitable donor advised fund to support our social giving strategies. These increases were partially offset by a \$17.5 million decrease in the change in fair value of contingent consideration due to the Streamlabs earn-out recorded in fiscal year 2020 and settled in fiscal year 2021.

Included in the income tax provision of \$200.9 million in fiscal year 2021 was \$152.6 million of tax expense from Switzerland that reflects the post enactment of TRAF in the canton of Vaud. TRAF was enacted in the fourth quarter of fiscal year 2020 and took effect as of January 1, 2020. The income tax benefit of \$125.4 million in fiscal year 2020 was impacted by a tax benefit of \$153.2 million related to the measurement of deferred tax assets and liabilities, net of assessment of uncertain tax positions in Switzerland as a result of the enactment of TRAF.

Net income for fiscal year 2021 was \$947.3 million, compared to \$449.7 million for fiscal year 2020.

Trends in Our Business

Our products participate in five large multi-category market opportunities, including Creativity & Productivity, Gaming, Video Collaboration, Music and Smart Home. The following discussion represents key trends specific to our market opportunities.

Trends Specific to Our Five Market Opportunities

Creativity & Productivity: New PC shipments have continued to be strong recently due to work-from-home and learn-from-home trends. We believe that innovative PC peripherals, such as our mice and keyboards, can renew the PC usage experience and help improve the productivity and engagement of remote work, and learning, thus

providing growth opportunities. Hybrid work culture will also greatly expand the number of new workspaces to which we can attach our PC peripherals. Increasing adoption of various cloud-based applications has led to multiple unique consumer use cases, which we are addressing with our innovative product portfolio and a deep understanding of our customer base. The increasing popularity of streaming and broadcasting, as well as the rising work-from-home trend, provides additional growth opportunities for our webcam products as well as other products in our portfolio. Smaller mobile computing devices, such as tablets, have created new markets and usage models for peripherals and accessories. We offer a number of products to enhance the use of mobile devices, including a combo backlit keyboard case with trackpad for the iPad. Hybrid and remote learning environments have also created demand and growth opportunities in the education market for tablet keyboards and accessories.

Gaming: The PC gaming and console gaming platforms continue to show strong structural growth opportunities as online gaming, multi-platform experiences, and esports gain greater popularity and gaming content becomes increasingly more demanding and social, particularly as other recreational activities have been curtailed or restricted during shelter-at-home mandates. We believe gaming will increasingly become one of the largest participant and spectator sports in the world. The new console refresh cycle during the holiday season of 2020 could drive subsequent growth opportunities over the coming years for our ASTRO family of headsets and controllers. We believe Logitech is well positioned to benefit from the overall gaming market growth. Our acquisition of Streamlabs provides a solid platform to deliver recurring services and subscriptions to gamers.

Video Collaboration: The near and long-term structural growth opportunities in the video collaboration market (VC) have never been more relevant than in today's environment, as commercial and consumer adoption of video has seen explosive growth since the start of the COVID-19 pandemic. Video meetings continue to be on the rise, and companies increasingly want lower-cost, cloud-based solutions that can provide their employees with the ability to work from anywhere. We are continuing our efforts to create and sell innovative products to accommodate the increasing demand from home offices and small-size meeting rooms, such as huddle rooms, to medium and large-sized meeting rooms. We are also experiencing significant demand for our enterprise-grade VC webcams and headsets. We will continue to invest in select business-specific products (both hardware and software), targeted product marketing and sales channel development.

Music: Consumers are optimizing their audio experiences on their tablets and smartphones with a variety of music peripherals including wireless mobile speakers and in-ear and other headphones. However, the mobile speaker market has matured and the integration of personal voice assistants has increased competition in the speaker category. In addition, the retail footprint in fiscal year 2021 decreased significantly due to the COVID-19 pandemic. These factors have led to a decline in our Mobile Speakers category sales in the past three years. In the wireless headphone industry, the largest growth in recent years has been in true wireless headphones while traditional wireless headphones have declined significantly. Continued growth in the wireless headphone market is expected for the next several years as consumers increasingly adopt wireless headphones over wired headphones. In addition, Blue Microphones has experienced strong demand as musicians, performers and streamers increasingly look to entertain and engage with their fans on various online platforms like YouTube, Twitch, and Facebook.

Smart Home: Our Harmony universal remote and Circle security family of products declined substantially in fiscal year 2021. In general, our Harmony and Circle products are under pressure as the way people consume content is changing and as retail stores have been closed or subject to restrictions. The smart home market opportunity is broad, and we will continue to explore other innovative experiences to drive growth in the Smart Home category.

Business Seasonality and Product Introductions

We have historically experienced higher sales in our third fiscal quarter ending December 31, compared to other fiscal quarters in our fiscal year, primarily due to the increased consumer demand for our products during the year-end holiday buying season and year-end spending by enterprises. Due to the fluctuation in the number of cases from the COVID-19 pandemic across the world and related local restrictions, and shelter-at-home requirements, as applicable, we experienced an even higher demand and consumption of most of our products in the third fiscal quarter of 2021. Additionally, new product introductions and business acquisitions can significantly impact sales, product costs and operating expenses. Product introductions can also impact our sales to distribution channels as these channels are filled with new product inventory following a product introduction, and often channel inventory of an earlier model product declines as the next related major product launch approaches. Sales can also be affected when consumers and distributors anticipate a product introduction or changes in business circumstances. However, neither historical seasonal patterns nor historical patterns of product introductions should

be considered reliable indicators of our future pattern of product introductions, future sales or financial performance. Furthermore, cash flow is correspondingly lower as we typically build inventories in advance for the third quarter and we pay an annual dividend following our Annual General Meeting, which is typically in September.

Swiss Federal Tax Reform

As we described above, the canton of Vaud in Switzerland enacted TRAF on March 10, 2020 that took effect as of January 1, 2020. Our cash tax payments have increased in Switzerland beginning with fiscal year 2020 tax filing as a result of our transition out of our longstanding tax ruling from the canton of Vaud.

Critical Accounting Estimates

The preparation of financial statements and related disclosures in conformity with U.S. GAAP requires us to make judgments, estimates, and assumptions that affect reported amounts of assets, liabilities, sales and expenses, and the disclosure of contingent assets and liabilities.

We consider an accounting estimate critical if it: (i) requires management to make judgments and estimates about matters that are inherently uncertain; and (ii) is important to an understanding of our financial condition and operating results.

We base our estimates on historical experience and on various other assumptions we believe to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of current events and actions that may impact us in the future, actual results could differ from those estimates. Management has discussed the development, selection and disclosure of these critical accounting estimates with the Audit Committee of the Board of Directors.

We believe the following accounting estimates are most critical to our business operations and to an understanding of our financial condition and results of operations and reflect the more significant judgments and estimates used in the preparation of our consolidated financial statements.

Accruals for Customer Programs and Product Returns

We record accruals for cooperative marketing, customer incentive, pricing programs (Customer Programs) and product returns. The estimated cost of these programs is usually recorded as a reduction of revenue. Significant management judgments and estimates must be used to determine the cost of these programs in any accounting period. Customer Programs require management to estimate the percentage of those programs that will not be claimed in the current period or will not be earned by customers, which is commonly referred to as "breakage." Breakage is estimated based on historical claim experience, the period in which the claims are expected to be submitted, specific terms and conditions with customers, and other factors. If we receive a separately identifiable benefit from a customer and can reasonably estimate the fair value of that benefit, the cost of the Customer Programs is recognized in operating expenses.

Customer Incentive Programs. Customer incentive programs include performance-based incentives and consumer rebates. We offer performance-based incentives to our customers and indirect partners based on predetermined performance criteria. Consumer rebates are offered from time to time at our discretion for the primary benefit of end-users. Customer incentive programs are considered variable consideration, which we estimate and record as a reduction to revenue at the time of sale based on negotiated terms, historical experiences, forecasted incentives, the anticipated volume of future purchases, and inventory levels in the channel.

Product Returns. We grant limited rights to return products. Return rights vary by customer and range from just the right to return the defective product to stock rotation rights limited to a percentage of sales approved by management. Estimates of expected future product returns are recognized at the time of sale based on analyses of historical return trends by the customer and by product, inventories owned by and located at customers, current customer demand, current operating conditions, and other relevant customer and product information. Upon recognition, we reduce sales and cost of goods sold for the estimated return. Return trends are influenced by product life cycle status, new product introductions, market acceptance of products, sales levels, product sell-through, the type of customer, seasonality, product quality issues, competitive pressures, operational policies and procedures, and other factors. Return rates can fluctuate over time but are sufficiently predictable to allow us to estimate expected future product returns.

We apply a breakage rate to reduce our accruals of Customer Programs based on the estimated percentage of these customer programs that will not be claimed or earned. The breakage rate is applied at the time of sale.

Assessing the period in which claims are expected to be submitted and the relevance of the historical claim experience require significant management judgment to estimate the breakage of Customer Programs in any accounting period.

We regularly evaluate the adequacy of our accruals for Customer Programs and product returns. Future market conditions and product transitions may require us to take action to increase such programs. In addition, when the variables used to estimate these costs change, or if actual costs differ significantly from the estimates, we would be required to record incremental increases or reductions to revenue or operating expenses.

Inventory Valuation

We must order components for our products and build inventory in advance of customer orders. Further, our industry is characterized by rapid technological change, short-term customer commitments and rapid changes in demand.

We record inventories at the lower of cost and net realizable value and record write-downs of inventories that are obsolete or in excess of anticipated demand or net realizable value. A review of inventory is performed each fiscal quarter that considers factors including the marketability and product lifecycle stage, product development plans, component cost trends, historical sales, and demand forecasts that consider the assumptions about future demand and market conditions. Inventory on hand that is not expected to be sold or utilized is considered excess, and we recognize the write-down in the cost of goods sold at the time of such determination. The write-down is determined by the excess of cost over net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less reasonably predictable costs of completion, disposal and transportation. At the time of loss recognition, new cost basis per unit and the lower-cost basis for that inventory are established and subsequent changes in facts and circumstances would not result in an increase in the cost basis. If there is an abrupt and substantial decline in demand for Logitech's products or an unanticipated change in technological or customer requirements, we may be required to record additional write-downs that could adversely affect gross margins in the period when the write-downs are recorded. We also extend the assessment to non-cancelable purchase orders if the inventories are considered excess and record the liability that is reasonably possible to be incurred in accrued and other liabilities.

Accounting for Income Taxes

We operate in multiple jurisdictions and our profits are taxed pursuant to the tax laws of these jurisdictions. Our effective income tax rate may be affected by the changes in or interpretations of tax laws and tax agreements in any given jurisdiction, utilization of net operating loss and tax credit carryforwards, changes in geographical mix of income and expense, and changes in our assessment of matters such as the ability to realize deferred tax assets. As a result of these considerations, we must estimate income taxes in each of the jurisdictions in which we operate. This process involves estimating current tax exposure together with assessing temporary differences resulting from the different treatment of items for tax and accounting purposes. These differences result in deferred tax assets and liabilities, which are included in the consolidated balance sheet.

We assess the likelihood that our deferred tax assets will be recovered from future taxable income, considering all available evidence such as historical levels of income, expectations and risks associated with estimates of future taxable income and ongoing prudent and feasible tax strategies. When we determine that it is not more likely than not that we will realize all or part of our deferred tax assets, an adjustment is charged to earnings in the period when such determination is made. Likewise, if we later determine that it is more likely than not that all or a part of our deferred tax assets would be realized, the previously provided valuation allowance would be reversed.

We make certain estimates and judgments about the application of tax laws, the expected resolution of uncertain tax positions and other matters surrounding the recognition and measurement of uncertain tax benefits. In the event that uncertain tax positions are resolved for amounts different than our estimates, or the related statutes of limitations expire without the assessment of additional income taxes, we will be required to adjust the amounts of the related assets and liabilities in the period in which such events occur. Such adjustments may have a material impact on our income tax provision and our results of operations.

Business Acquisitions

Accounting for business acquisitions requires us to make significant estimates and assumptions, especially at the acquisition date with respect to tangible and intangible assets acquired and liabilities assumed and pre-acquisition contingencies. We use our best estimates and assumptions to accurately assign fair value to the tangible and intangible assets acquired and liabilities assumed at the acquisition date.

Examples of critical estimates in valuing certain intangible assets and goodwill we have acquired and liabilities we have assumed include but are not limited to:

- assumptions regarding royalty rate range and forecasted revenue growth rate;
- assumptions regarding the estimated useful life of the acquired intangibles;
- discount rates;
- projected risk-based net revenues forecast; and
- asset volatility.

Unanticipated events and circumstances may occur that may affect the accuracy or validity of such assumptions, estimates or actual results.

The economic useful life of the developed technology from the business acquisitions was determined based on the technology cycle related to developed technology of existing products, as well as the cash flows over the forecasted periods.

The economic useful life of the customer relationships from the business acquisitions was determined based on historical customer turnover rates and the industry benchmarks.

The economic useful life of the trademarks and trade names from the business acquisitions was determined based on the expected life of the trade names and the cash flows anticipated over the forecasted periods.

For additional information about our Critical Accounting Estimates, see Note 2—Summary of Significant Accounting Policies in our Notes to our consolidated financial statements below.

Adoption of New Accounting Pronouncements

Refer to Note 2 to the consolidated financial statements included in this Annual Report on Form 10-K for recent accounting pronouncements adopted and to be adopted.

Constant Currency

We refer to our net sales growth rates excluding the impact of currency exchange rate fluctuations as "constant currency" sales growth rates. Percentage of constant currency sales growth 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.

Given our global sales presence and the reporting of our financial results in U.S. Dollars, our financial results could be affected by significant shifts in currency exchange rates. See "Results of Operations" for information on the effect of currency exchange results on our sales. If the U.S. Dollar appreciates or depreciates in comparison to other currencies in future periods, this will affect our results of operations in future periods as well.

Reference to Sales

The term "sales" means net sales, except as otherwise specified and the sales growth discussion and sales growth rate percentages are in U.S. Dollars, except as otherwise specified.

Results of Operations

In this section, we discuss the results of our operations for the year ended March 31, 2021 compared to the year ended March 31, 2020. For a discussion of the year ended March 31, 2020 compared to the year ended March 31, 2019, please refer to Part II, Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K filed with the SEC on May 27, 2020.

Net Sales

During fiscal year 2021, sales increased 76% in comparison to fiscal year 2020. If currency exchange rates had been constant in 2021 and 2020, our constant currency sales growth rate would have been 74%. The increase in sales was across all regions, and benefited most of our product categories due to increased work-from-home and learning-from-home trends, as a result of various shelter-at-home mandates. Strong sales growth in Video Collaboration, Gaming, PC Webcams, Tablet and Other Accessories, Keyboards & Combos, Audio & Wearables, and Pointing Devices was partially offset by a decline in sales of Mobile Speakers and Smart Home. The decline in sales of Mobile Speakers was primarily due to limited outdoor activities and social gatherings.

Sales Denominated in Other Currencies

Although our financial results are reported in U.S. Dollars, a portion of our sales was generated in currencies other than the U.S. Dollar, such as the Euro, Chinese Yuan, Japanese Yen, Canadian Dollar, Taiwan Dollar, British Pound and Australian Dollar. For each of the fiscal years 2021, and 2020, 52% and 50% of our sales were denominated in currencies other than the U.S. Dollar.

Sales by Region

The following table presents the change in sales by region for fiscal year 2021 compared with fiscal year 2020:

	2021 vs. 2020	
	Sales Growth Rate	Sales Growth Rate in Constant Currency
Americas	72 %	73 %
EMEA	84	77
Asia Pacific	75	72

The increase in sales globally in fiscal year 2021 compared with fiscal year 2020 was driven by growth in sales across a majority of our product categories, partially offset by a decline in sales of Mobile Speakers and Smart Home.

Sales by Product Categories

Sales by product categories for fiscal years 2021 and 2020 were as follows (Dollars in thousands):

	Years Ended March 31,		Change
	2021	2020	2021 vs. 2020
Pointing Devices	\$ 680,907	\$ 544,519	25 %
Keyboards & Combos	784,488	571,720	37
PC Webcams	439,865	129,193	240
Tablet & Other Accessories	384,301	135,309	184
Gaming ⁽¹⁾	1,239,005	690,174	80
Video Collaboration	1,044,935	365,616	186
Mobile Speakers	174,895	221,791	(21)
Audio & Wearables	468,776	273,752	71
Smart Home	34,394	43,404	(21)
Other ⁽²⁾	713	373	91
Total Sales	<u>\$ 5,252,279</u>	<u>\$ 2,975,851</u>	76 %

(1) Gaming includes streaming services revenue generated by Streamlabs.

(2) Other category includes products which we currently intend to phase out, or have already phased out, because they are no longer strategic to our business.

Sales by Product Categories:

Creativity & Productivity market:

Pointing Devices

Our Pointing Devices category comprises PC- and Mac-related mice including trackballs touchpads and presentation tools.

During fiscal year 2021, Pointing Devices sales increased 25%, compared to fiscal year 2020. The increase was primarily driven by higher sales of cordless and trackball mice, as a result of remote working and learning trends, partially offset by a decline in sales of our presentation tools, as most conferences, events, and other large-scale presentations remained prohibited.

Keyboards & Combos

Our Keyboards & Combos category comprises PC keyboards, keyboard/mice combo products, and living room keyboards.

During fiscal year 2021, Keyboards & Combos sales increased 37%, compared to fiscal year 2020. The increase was primarily driven by an increase in sales of our cordless and corded PC keyboards and wireless keyboard/mice combos, partially offset by a decline in sales of our living room keyboard products.

PC Webcams

Our PC Webcams category comprises PC-based webcams targeted primarily at consumers, including streaming cameras.

During fiscal year 2021, PC Webcams sales increased 240%, compared to fiscal year 2020. The increase was seen across all product sub-categories, primarily driven by an increase in sales of our HD Pro Webcam C920, 1080P PRO Stream Webcam, Webcam C260, and Logitech Streamcam, mostly due to more remote working from home and learning-from-home.

Tablet & Other Accessories

Our Tablet & Other Accessories category primarily comprises keyboards for tablets.

During fiscal year 2021, Tablet & Other Accessories sales increased 184%, compared to fiscal year 2020. The increase was primarily driven by the sales of our Rugged Folio and Slim Folio Keyboards for the iPad 7th generation, both introduced in the third quarter of fiscal year 2020, and our Powered Wireless Charging 3-in-1 Dock, introduced in the fourth quarter of fiscal year 2020. We have seen strong demand for Tablet keyboards, partly due to schools embracing various technology devices to better educate students in learning-from-home environments.

Gaming market:

Gaming

Our Gaming category comprises gaming mice, keyboards, headsets, gamepads, steering wheels, simulation controllers, console gaming headsets, console gaming controllers, and Streamlabs services.

During fiscal year 2021, Gaming sales increased 80%, compared to fiscal year 2020. The increase was primarily driven by strong performance in PC gaming, Simulation, and Console Gaming headsets. The sales in Streamlabs services, our business acquisition in the third quarter of fiscal year 2020, doubled as the streaming industry saw an increase in the amount of hours viewed and streamed. The increase was partially offset by a decline in the sales of our console gaming controllers.

Video Collaboration market:

Video Collaboration

Our Video Collaboration category includes Logitech's ConferenceCams, which combine affordable enterprise-quality audio and high definition (HD) 1080p video to bring video conferencing to businesses of any size.

During fiscal year 2021, Video Collaboration sales increased 186%, compared to fiscal year 2020. The increase was primarily due to increases in sales of our Rally Ultra-HD Conference Camera, our MeetUp video conference camera, BRIO 4K Pro Webcam, Webcam C930E, and Webcam C925E as video communications become more critical for a more location-flexible workforce.

Music market:

Mobile Speakers

Our Mobile Speakers category is made up entirely of Bluetooth wireless speakers.

During fiscal year 2021, Mobile Speakers sales decreased 21%, compared to fiscal year 2020. The decrease was primarily due to a decline in sales of our MEGABOOM, BOOM 3, BOOM 2, and WONDERBOOM, and MEGABLAST mobile speakers in part due to limited outdoor activities and social gatherings. The decrease was partially offset by sales of our WONDERBOOM 2 speakers and the introduction of our HYPERBOOM speaker in the fourth quarter of fiscal year 2020.

Audio & Wearables

Our Audio & Wearables category comprises PC speakers, PC headsets, in-ear headphones, premium wireless audio wearables and studio-quality microphones for professionals and consumers.

During fiscal year 2021, Audio & Wearables sales increased 71%, compared to fiscal year 2020. The increase was primarily driven by increases in sales of our corded and cordless headsets and Blue Microphones products, partially offset by decline in sales of our Jaybird and UE Custom products.

Smart Home market:

Smart Home

Our Smart Home category mainly comprises our Harmony line of advanced home entertainment controllers and home security cameras.

During fiscal year 2021, Smart Home sales decreased 21%, compared to fiscal year 2020. The decrease was primarily driven by an overall decline in sales in our Harmony remote products, partially offset by an increase in sales of our Circle View camera.

Gross Profit

Gross profit for fiscal years 2021 and 2020 was as follows (Dollars in thousands):

	Years Ended March 31,	
	2021	2020
Net sales	\$5,252,279	\$2,975,851
Gross profit	\$2,335,735	\$1,122,381
Gross margin	44.5 %	37.7 %

Gross profit consists of sales, less cost of goods sold (which includes materials, direct labor and related overhead costs, costs of manufacturing facilities, royalties, costs of purchasing components from outside suppliers, distribution costs, warranty costs, customer support costs, shipping and handling costs, outside processing costs and write-down of inventories), and amortization of intangible assets.

Gross margin increased by 680 basis points to 44.5% during fiscal year 2021, compared to fiscal year 2020. The increase in gross margin was primarily driven by higher sales volume, restrained promotional spending, favorable product mix, which more than offset the higher logistics operations costs to meet strong demand.

Operating Expenses

Operating expenses for fiscal years 2021 and 2020 were as follows (Dollars in thousands):

	Years Ended March 31,	
	2021	2020
Marketing and selling	\$ 770,284	\$ 533,324
% of sales	14.7 %	17.9 %
Research and development	226,023	177,593
% of sales	4.3 %	6.0 %
General and administrative	166,577	94,015
% of sales	3.2 %	3.2 %
Amortization of intangible assets and acquisition-related costs	19,064	17,563
% of sales	0.4 %	0.6 %
Change in fair value of contingent consideration for business acquisition	5,716	23,247
% of sales	0.1 %	0.8 %
Restructuring charges (credits), net	(54)	144
% of sales	— %	— %
Total operating expenses	<u>\$1,187,610</u>	<u>\$ 845,886</u>
% of sales	22.6 %	28.4 %

The increase in total operating expenses during fiscal year 2021, compared to fiscal year 2020, was mainly due to increases in marketing and selling expenses, research and development expenses, and general and administrative expenses, partially offset by decreases in change in fair value of contingent consideration for business acquisition.

Marketing and Selling

Marketing and selling expenses consist of personnel and related overhead costs, corporate and product marketing, promotions, advertising, trade shows, technical support for customer experiences and facilities costs.

During fiscal year 2021, marketing and selling expenses increased \$237.0 million, compared to fiscal year 2020. The higher expenses were primarily related to increases of \$120.8 million in third-party costs and \$114.2 million in personnel-related costs. The increase in third-party costs is primarily due to increased marketing and advertising spend to support our investment in brand awareness and consideration. The higher personnel spend was driven by increased headcount to support business growth and go-to-market expansion, as well as

increased performance-based variable compensation linked to stronger performance, and increased share-based compensation.

Research and Development

Research and development expenses consist of personnel and related overhead costs for contractors and outside consultants, supplies and materials, equipment depreciation and facilities costs, all associated with the design and development of new products and enhancements of existing products.

During fiscal year 2021, research and development expenses increased \$48.4 million, compared to fiscal year 2020. The increases were primarily driven by \$30.3 million of additional personnel-related costs due to increased headcount to support our investment in innovation and increased performance-based variable compensation linked to stronger performance. Higher third-party costs of \$14.3 million also contributed to the growth in research and development expense and were mainly comprised of costs for contractors to support the increased research and development initiatives.

General and Administrative

General and administrative expenses consist primarily of personnel and related overhead, information technology, and facilities costs for the infrastructure functions such as finance, information systems, executives, human resources and legal.

During fiscal year 2021, general and administrative expenses increased \$72.6 million, compared to fiscal year 2020. The higher spend was primarily driven by an increase of \$41.3 million in personnel-related costs due to increased headcount to support business growth, increased performance-based variable compensation linked to stronger performance, and increased share-based compensation. An additional \$30.0 million of the increase in general and administrative expenses was related to our contribution into a charitable donor advised fund to support our social giving strategies.

Amortization of Intangibles and Acquisition-Related Costs

Amortization of intangibles included in operating expense and acquisition-related costs during fiscal years 2021 and 2020 were as follows (in thousands):

	Years Ended March 31,	
	2021	2020
Amortization of intangible assets	\$ 18,489	\$ 16,073
Acquisition-related costs	575	1,490
Total	<u>\$ 19,064</u>	<u>\$ 17,563</u>

Amortization of intangible assets consists of amortization of acquired intangible assets, including customer relationships and trademarks and trade names. Acquisition-related costs include legal expense, due diligence costs, and other professional costs incurred for business acquisitions.

The increase in amortization of intangible assets and acquisition-related costs from fiscal year 2020 to 2021 was primarily driven by the intangible assets acquired through the Mevo acquisition in the fourth quarter of fiscal year 2021 and a full year of intangibles amortization expense for the Streamlabs Acquisition which occurred in the third quarter of fiscal year 2020.

Change in Fair Value of Contingent Consideration for Business Acquisition

The change in fair value of contingent consideration was \$5.7 million for the fiscal year 2021, primarily due to growth in Streamlabs' net sales and the achievement of the net sales targets during the six-month earn-out period ended June 30, 2020.

Interest Income

Interest income for fiscal years 2021 and 2020 was as follows (in thousands):

	Years Ended March 31,	
	2021	2020
Interest Income	\$ 1,784	\$ 9,619

We invest in highly liquid instruments with an original maturity of three months or less at the date of purchase, which are classified as cash equivalents. The decrease in interest income for fiscal year 2021 was primarily driven by the decline in interest rates and reduction of cash held in interest bearing accounts.

Other Income (Expense), Net

Other income and expense for fiscal years 2021 and 2020 was as follows (in thousands):

	Years Ended March 31,	
	2021	2020
Investment income (loss) related to the deferred compensation plan	\$ 5,916	\$ (831)
Currency exchange loss, net	(2,688)	(909)
Gain (Loss) on investments, net	(5,910)	39,011
Other	893	941
Total	<u>\$ (1,789)</u>	<u>\$ 38,212</u>

Investment income (loss) related to the deferred compensation plan for fiscal years 2021 and 2020 represents earnings, gains, and losses on trading investments related to a deferred compensation plan offered by one of our subsidiaries.

Currency exchange loss, net relates to balances denominated in currencies other than the functional currency in our subsidiaries, as well as to the sale of currencies, and to gains or losses recognized on currency exchange forward contracts. We do not speculate in currency positions, but we are alert to opportunities to maximize currency exchange gains and minimize currency exchange losses.

Gain (Loss) on investments, net, represents the realized gain (loss) on sales of investment, investment impairment, and unrealized gain (loss) from the fair value change on the available-for-sale securities and equity-method investments during the periods presented. The loss in fiscal year 2021 is mostly due to our portion of loss from our investments which are accounted for as an equity method investment. The increase in fiscal year 2020 was due to the sale of our \$5.5 million investment in a privately held company for a gain of \$39.8 million.

Provision for (Benefit from) Income Taxes

The provision for (benefit from) income taxes and the effective income tax rate for fiscal years 2021 and 2020 were as follows (Dollars in thousands):

	Years Ended March 31,	
	2021	2020
Provision for (benefit from) income taxes	\$ 200,863	\$(125,397)
Effective income tax rate	17.5 %	(38.7)%

The change in the effective income tax rate between fiscal years 2021 and 2020 was primarily due to the mix of income and losses in the various tax jurisdictions in which we operate and the income tax accounting impact from the enactment of TRAF in the canton of Vaud in Switzerland on March 10, 2020 that took effect as of January 1, 2020. We have benefited from a longstanding tax ruling from the canton of Vaud through December 31, 2019. We reached an agreement with the Vaud Tax Administration in fiscal year 2020 that would allow for a tax step-up of goodwill to be amortized over ten years beginning on January 1, 2020 as a transition measure.

The Swiss income tax provision in fiscal year 2021 represents the income tax provision at the full statutory income tax rate of 13.60%. In fiscal year 2020, we recorded an income tax benefit of \$151.7 million, net of unrecognized tax benefits to account for the book and tax basis difference of the step-up upon enactment. The deferred income tax benefit from other temporary differences resulting from the Swiss tax reform, net of three-month

amortization of the tax step-up amounted to \$1.5 million. The aggregate deferred income tax impact in fiscal year 2020 as a result of the enactment of TRAF was \$153.2 million. In addition, we recognized excess tax benefits from share-based payments, net of shortfalls of \$8.7 million and \$6.4 million in the United States in fiscal years 2021 and 2020, respectively, and recognized income tax benefit from the reversal of uncertain tax positions from the expiration of statutes of limitations in the amount of \$4.7 million and \$4.0 million in fiscal years 2021 and 2020, respectively.

As of March 31, 2021 and 2020, the total amount of unrecognized tax benefits due to uncertain tax positions was \$160.3 million and \$140.8 million, respectively, all of which would affect the effective income tax rate if recognized.

As of March 31, 2021 and 2020, we had \$59.2 million and \$40.8 million, respectively, in non-current income taxes payable, including interest and penalties, related to the Company's income tax liability for uncertain tax positions. We recognized \$1.1 million and \$2.0 million, in interest and penalties related to unrecognized tax positions in income tax expense during fiscal years 2021 and 2020, respectively. As of March 31, 2021 and 2020, we had \$4.9 million and \$4.5 million, respectively, of accrued interest and penalties related to uncertain tax positions.

We file Swiss and foreign tax returns. We received final tax assessments in Switzerland through fiscal year 2018. For other foreign jurisdictions such as the United States, we are generally not subject to tax examinations for years prior to fiscal year 2018. We are under examination and have received assessment notices in foreign tax jurisdictions. If the examinations are resolved unfavorably, there is a possibility that they may have a material negative impact on our results of operations.

Liquidity and Capital Resources

Cash Balances, Available Borrowings, and Capital Resources

As of March 31, 2021, we had cash and cash equivalents of \$1,750.3 million, compared with \$715.6 million as of March 31, 2020. Our cash and cash equivalents consist of bank demand deposits and short-term time deposits, of which 69% is held in Switzerland, 10% is held in Germany, and 8% is held in China (including Hong Kong). We do not expect to incur any material adverse tax impact, except for what has been recognized, or be significantly inhibited by any country in which we do business from the repatriation of funds to Switzerland, our home domicile.

As of March 31, 2021, our working capital was \$1,477.5 million, compared with working capital of \$700.3 million as of March 31, 2020. The increase in working capital over fiscal year 2020 was primarily due to higher balances of cash and cash equivalents, higher accounts receivable (net), higher inventories, and higher other current assets, partially offset by higher accounts payable and higher accrued and other liabilities.

We had several uncommitted, unsecured bank lines of credit aggregating to \$143.2 million as of March 31, 2021. There are no financial covenants under these lines of credit with which we must comply. As of March 31, 2021, we had outstanding bank guarantees of \$91.3 million under these lines of credit.

The following table presents selected financial information and statistics as of March 31, 2021 and 2020 (Dollars in thousands):

	March 31,	
	2021	2020
Accounts receivable, net	\$ 612,225	\$ 394,743
Accounts payable	\$ 823,233	\$ 259,120
Inventories	\$ 661,116	\$ 229,249
Days sales in accounts receivable (DSO)(Days) ⁽¹⁾	36	50
Days accounts payable outstanding (DPO) (Days) ⁽²⁾	90	54
Inventory turnover (ITO)(x) ⁽³⁾	5.0	7.5

(1) DSO is determined using ending accounts receivable, net as of the most recent quarter-end and sales for the most recent quarter.

(2) DPO is determined using ending accounts payable as of the most recent quarter-end and cost of goods sold for the most recent quarter.

(3) ITO is determined using ending inventories and the annualized cost of goods sold (based on cost of goods sold for the most recent quarter).

DSO as of March 31, 2021 decreased by 14 days to 36 days, as compared to 50 days as of March 31, 2020, primarily due to timing of customer payments and sales linearity.

DPO as of March 31, 2021 increased 36 days, compared to March 31, 2020, primarily due to timing of purchases and related payments and an increase in cost of goods sold due to higher sales growth during fiscal year 2021.

ITO as of March 31, 2021 was lower compared to March 31, 2020, primarily due to higher inventory levels to build inventory in anticipation of future sales growth.

If we are not successful in launching and phasing in our new products launched during the current fiscal year, or we are not able to sell the new products at the prices planned, it could have a material impact on our revenue, gross profit margin, operating results including operating cash flow, and inventory turnover in the future.

During fiscal year 2021, we generated \$1,458.6 million in cash from operating activities. Our main sources of operating cash flows were from net income, after adding back non-cash expenses of depreciation, amortization, share-based compensation expense, change in fair value of contingent considerations, and from changes in operating assets and liabilities. The increase in accounts receivable, net was primarily driven by growth and timing of sales. The increase in inventories was primarily driven by an increase in inventory purchases, in anticipation of continued high demand for certain of our products. The increase in accounts payable was primarily driven by the timing of purchases and related payments. The increase in accrued and other liabilities was primarily due to higher income tax payable due to stronger performance, an increase in customer, marketing, pricing, and incentive programs, freight and duty due to higher logistic costs, and higher accrued personnel expenses.

Net cash used in investing activities was \$120.0 million, primarily due to \$43.5 million of the purchase price (net of cash acquired) for business acquisitions and \$76.2 million of purchases of property, plant, and equipment.

Net cash used in financing activities was \$299.9 million, primarily due to \$146.7 million of cash dividends paid during the year, \$165.0 million of repurchases of our registered shares and \$32.1 million of tax withholdings related to net share settlements of restricted stock units, partially offset by \$43.8 million in proceeds received from the sale of shares upon exercise of stock options and purchase rights.

Our expenditures for property, plant and equipment during fiscal year 2021 and 2020 were primarily for tooling and equipment and computer hardware and software. Our expenditures for property, plant and equipment increased during fiscal year 2021, compared to fiscal year 2020, primarily due to higher tooling and equipment.

Our payments for acquisitions, net of cash acquired, during fiscal year 2021 were primarily for the Mevo Acquisition. Our payments for acquisitions, net of cash acquired, during fiscal year 2020 were primarily for the Streamlabs Acquisition (refer to "Note 3—Business Acquisitions" to the consolidated financial statements).

The purchases and sales of trading investments during fiscal years 2021 and 2020 represent mutual fund activity directed by participants in a deferred compensation plan offered by one of our subsidiaries. The mutual funds are held by a Rabbi Trust.

During fiscal year 2021, there was a \$4.0 million loss from currency exchange rate effect on cash and cash equivalents, compared to a loss of \$7.1 million from currency exchange rate effect during fiscal year 2020. The loss from the effect of currency rate changes during fiscal year 2021 were primarily due to the weakening of the Japanese yen, Brazilian real, partially offset by the strengthening of the Chinese yuan and Australian dollar versus the U.S. Dollar by 2%, 10%, 8% and 25%, respectively. The loss from the effect of currency exchange rate changes during fiscal year 2020 were primarily due to the weakening of Euro, Brazilian real and Australian dollar versus the U.S. Dollar by 3%, 25%, and 14%, respectively.

Cash Outlook

Our principal sources of liquidity are our cash and cash equivalents, cash flow generated from operations and, to a much lesser extent, capital markets and borrowings. Our future working capital requirements and capital expenditures may increase to support investments in product innovations and growth opportunities or to acquire or invest in complementary businesses, products, services, and technologies. The future impact of COVID-19 cannot be predicted with certainty and may increase our costs of capital and otherwise adversely affect our business, results of operations, financial conditions and liquidity.

In April 2021, the Board of Directors recommended that we pay cash dividends for fiscal year 2021 of CHF 147.0 million (\$155.8 million based on the exchange rate on March 31, 2021). In fiscal year 2021, we paid a cash dividend of CHF 134.0 million (U.S. Dollar amount of \$146.7 million) out of fiscal year 2020 retained earnings. In fiscal year 2020, we paid a cash dividend of CHF 121.8 million (U.S. Dollar amount of \$124.2 million) out of fiscal year 2019 retained earnings. In fiscal year 2019, we paid a cash dividend of CHF 110.7 million (U.S. Dollar amount of \$114.0 million) out of fiscal year 2018 retained earnings.

In May 2020, our Board of Directors approved a new share repurchase program, which authorizes us to invest up to \$250.0 million to purchase our own shares, following the expiration date of the 2017 share repurchase program. Although we enter into trading plans for systematic repurchases (e.g. 10b5-1 trading plans) from time to time, our share repurchase program provides us with the opportunity to make opportunistic repurchases during periods of favorable market conditions and is expected to remain in effect until July 2023. Shares may be repurchased from time to time on the open market, through block trades or otherwise. Opportunistic purchases may be started or stopped at any time without prior notice depending on market conditions and other factors.

In April 2021, our Board of Directors approved an increase of \$750.0 million of the 2020 share repurchase program, to an aggregate amount of \$1.0 billion. This increase is subject to approval by the Swiss Takeover Board.

For over ten years, we have generated positive cash flows from our operating activities, including cash from operations of \$1,458.6 million, and \$425.0 million during fiscal years 2021 and 2020, respectively. If we do not generate sufficient operating cash flows to support our operations and future planned cash requirements, our operations could be harmed and our access to credit facilities could be restricted or eliminated. However, we believe that the trend of our historical cash flow generation, our projections of future operations and our available cash balances will provide sufficient liquidity to fund our operations for at least the next 12 months.

Our other contractual obligations and commitments that require cash are described in the following sections.

Contractual Obligations and Commitments

Purchase Commitments

As of March 31, 2021, we have non-cancelable purchase commitments of \$865.6 million for inventory purchases made in the normal course of business from original design manufacturers, contract manufacturers and other suppliers, the majority of which are expected to be fulfilled during the first two quarters of fiscal year 2022. We recorded a liability for firm, non-cancelable, and unhedged inventory purchase commitments in excess of anticipated demand or net realizable value consistent with our valuation of excess and obsolete inventory. As of March 31, 2021, the liability for these purchase commitments was \$11.8 million and is recorded in accrued and other current liabilities. We have firm purchase commitments of \$24.9 million for capital expenditures, primarily related to commitments for tooling, equipment, and computer hardware. We expect to continue making capital expenditures in the future to support product development activities and ongoing and expanded operations.

Although open purchase commitments are considered enforceable and legally binding, the terms generally allow us the option to reschedule and adjust our requirements based on business needs prior to delivery of goods.

Operating Leases Obligation

We lease facilities under operating leases, certain of which require us to pay property taxes, insurance and maintenance costs. Operating leases for facilities are generally renewable at our option and usually include escalation clauses linked to inflation. The remaining terms of our non-cancelable operating leases expire in various years through 2031. See "Note 17—Leases" to the consolidated financial statements included in this report for more information on leases.

Income Taxes Payable

As of March 31, 2021, we had \$59.2 million in non-current income taxes payable, including interest and penalties, related to our income tax liability for uncertain tax positions. At this time, we are unable to make a reasonably reliable estimate of the timing of payments in individual years in connection with these tax liabilities; therefore, such amounts are not included in the contractual obligation table above.

Indemnifications

We indemnify certain of our suppliers and customers for losses arising from matters such as intellectual property disputes and product safety defects, subject to certain restrictions. The scope of these indemnities varies, but in some instances includes indemnification for damages and expenses, including reasonable attorneys' fees. As of March 31, 2021, no amounts have been accrued for indemnification provisions. We do not believe, based on historical experience and information currently available, that it is probable that any material amounts will be required to be paid under our indemnification arrangements.

We also indemnify our current and former directors and certain of our current and former officers. Certain costs incurred for providing such indemnification may be recoverable under various insurance policies. We are unable to reasonably estimate the maximum amount that could be payable under these arrangements because these exposures are not capped, the obligations are conditional in nature, and the facts and circumstances involved in any situation that might arise are variable.

ADDITIONAL FINANCIAL DISCLOSURES

ADDITIONAL FINANCIAL DISCLOSURES

MARKETING, SALES AND DISTRIBUTION

Design

In the past few years, Logitech has strengthened its design capabilities by building a world-class team of internal designers. Our designs have an everyday place in people's lives, connecting them to the digital experiences they care about. These products have been earning prestigious design awards - 127 design awards during the past three fiscal years - and enthusiastic reviews in the media. This is one indication that Logitech's strategic aim to become a design company is working. During fiscal year 2021, we won 23 design awards. As Logitech establishes itself as a design company, design thinking and culture are used as a strategic and cultural differentiator. Design also helps to reduce product costs through increased collaboration between our design, engineering and manufacturing teams. Our key design centers are in Switzerland, Ireland, the United States, and Taiwan.

Engineering

Our decades-long expertise in key engineering disciplines such as sensors, acoustics, optics, wireless, and power management is a core competitive advantage of Logitech. Furthermore, we continue to extend our engineering capabilities into more advanced technologies such as software, apps, cloud, data analytics and machine learning. Our engineering team has expertise in developing products for a broad array of platforms such as PCs, mobile and personal voice assistants (such as Amazon Alexa and Google Assistant). These engineering capabilities combined with our award-winning design team form the basis of Logitech's key innovation engine.

Go-To-Market

Over the past 30-plus years, Logitech has built an extensive global go-to-market network that can be leveraged as we introduce new products, enter new market categories and optimize the value of our existing products and product categories. We have multiple opportunities to drive growth - existing products in existing and new retailers, and new products in existing and new retailers. Beyond online and offline retail and distribution channels, we have also strengthened other commercial channels. As we increase our investments in Video Collaboration, we are also expanding our enterprise sales coverage through our sales force as well as various channel partners. And with expansions into new channels, there are numerous cross-selling opportunities across our broad product portfolio. We have established Logitech as a neutral technology supplier that can work with a variety of leading technology vendors and platforms as well as provide connections among their products and ecosystems.

Marketing

As Logitech expands into multiple categories with multiple brands, we are focusing on enhancing our marketing capabilities around brand strategy and execution, digital marketing, and marketing technology. More recently, we are meaningfully increasing our brand marketing investments to drive greater brand awareness and consideration, as we pivot to a demand pull model from a demand push model. Most of the marketing and creative efforts that were once outsourced to outside marketing agencies are now executed through our internal teams from concept to execution, which improves speed and cost efficiency. We are increasing our leverage of digital media channels and programs to drive consumer brand engagement and purchase. We are also increasing our focus on marketing analytics platforms to improve our understanding of marketing investments and to maximize return on investment (ROI). And we are making investments to upgrade and expand all aspects of our marketing technology infrastructure, including the re-platforming of our websites to support the global expansion of our brands across countries, languages and devices and to provide the foundation for the acceleration of our digital marketing efforts and evolution to personalized consumer communication.

Sales and Distribution

Principal Markets

Sales by geographic region for fiscal years 2021, 2020 and 2019 (based on the customers' location) are as follows (in thousands):

	Year Ended March 31,		
	2021	2020	2019
Americas	\$ 2,206,552	\$ 1,286,527	\$ 1,190,216
EMEA	1,735,682	941,211	861,731
Asia Pacific	1,310,045	748,113	736,375
Total Sales	<u>\$ 5,252,279</u>	<u>\$ 2,975,851</u>	<u>\$ 2,788,322</u>

Revenues from sales to customers in Switzerland, our home domicile, represented 3%, 4% and 3% of our sales in fiscal years 2021, 2020 and 2019, respectively. In fiscal years 2021, 2020 and 2019, revenues from sales to customers in the United States represented 35%, 36% and 36% of our sales, respectively. In fiscal years 2021, 2020 and 2019, revenues from sales to customers in Germany represented 16%, 15% and 18% of our sales, respectively. Revenues from sales to customers in China represented 10% of our sales for fiscal year 2019. No other country represented more than 10% of our sales for fiscal years 2021, 2020 or 2019.

Sales and Distribution

Our sales and marketing activities are organized into three geographic regions: the Americas (North and South America), EMEA (Europe, Middle East, Africa) and Asia Pacific (China, Japan, Australia, Taiwan, India and other countries).

We sell our products primarily to a network of distributors, retailers and e-tailers. We support these channels with our direct sales force and third-party distribution centers located in North America, South America, Europe and Asia Pacific.

Our distributor customers typically resell products to retailers, value-added resellers, systems integrators and other distributors with whom Logitech does not have a direct relationship.

Logitech's products can be purchased in a number of major retail chains, where we typically have access to significant shelf space. In addition, Logitech products can be purchased online either directly or indirectly from Logitech.com or through e-tailers, the websites of our major retail chains, and others. Logitech products are also carried by business-to-business direct market resellers.

In fiscal years 2021, 2020 and 2019, Ingram Micro Inc. and its affiliated entities together accounted for 14%, 12% and 13% of our gross sales, respectively. In fiscal years 2021, 2020 and 2019, Amazon Inc. and its affiliated entities together accounted for 13%, 14% and 14% of our gross sales, respectively. No other customer individually accounted for more than 10% of our gross sales during fiscal years 2021, 2020 or 2019.

MARKET FOR REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

Logitech's shares are listed and traded on both the SIX Swiss Exchange, where the share price is denominated in Swiss francs and on the Nasdaq Global Select Market, where the share price is denominated in U.S. Dollars. The trading symbol for Logitech shares is LOGN on the SIX Swiss Exchange and LOGI on the Nasdaq Global Select Market. As of April 23, 2021, there were 173,106,620 shares issued (including 4,666,642 shares held as treasury stock) held by 22,356 holders of record, and the closing price of our shares was CHF 106.35 (\$116.00 based on exchange rates on such date) per share on the SIX Swiss Exchange and \$117.00 per share as reported by the Nasdaq Global Select Market.

Dividends

Under Swiss law, a corporation may only pay dividends upon a vote of its shareholders. This vote typically follows the recommendation of the corporation's Board of Directors. In April 2021, the Board of Directors recommended that the Company increase the cash dividend for fiscal year 2021 by approximately 10% to

CHF 147.0 million (\$155.8 million based on the exchange rate on March 31, 2021). This recommendation will be voted on by our shareholders at the Company's Annual General Meeting in September 2021.

On September 9, 2020, Logitech's shareholders approved a cash dividend payment of CHF 134.0 million out of retained earnings to Logitech's shareholders who owned shares on September 21, 2020. Eligible shareholders were paid CHF 0.79 per share (\$0.87 per share in U.S. Dollars), totaling \$146.7 million in U.S. Dollars on September 22, 2020. On September 4, 2019, Logitech's shareholders approved a cash dividend payment of CHF 121.8 million out of retained earnings to Logitech shareholders who owned shares on September 19, 2019. Eligible shareholders were paid CHF 0.73 per share (\$0.74 per share in U.S. Dollars), totaling \$124.2 million in U.S. Dollars on September 20, 2019.

Dividends paid and similar cash or in-kind distributions made by Logitech to a holder of Logitech shares (including dividends or liquidation proceeds and stock dividends), other than distributions of qualifying additional paid-in-capital if it is available under the current Swiss tax regime, are subject to a Swiss federal anticipatory tax at a rate of 35%. The anticipatory tax must be withheld by Logitech from the gross distribution and paid to the Swiss Federal Tax Administration.

A Swiss resident holder and beneficial owner of Logitech shares may qualify for a full refund of the Swiss anticipatory tax withheld from such dividends. A holder and beneficial owner of Logitech shares who is a non-resident of Switzerland, but a resident of a country that maintains a double tax treaty with Switzerland, may qualify for a full or partial refund of the Swiss anticipatory tax withheld from such dividends by virtue of the provisions of the applicable treaty between Switzerland and the country of residence of the holder and beneficial owner of the Logitech shares.

In accordance with the tax convention between the United States and the Swiss Confederation (Treaty), a mechanism is provided whereby a U.S. resident (as determined under the Treaty), and U.S. corporations, other than U.S. corporations having a "permanent establishment" or a fixed base, as defined in the Treaty, in Switzerland, generally can obtain a refund of the Swiss anticipatory tax withheld from dividends in respect of Logitech shares, to the extent that 15% of the gross dividend is withheld as final withholding tax (i.e. 20% of the gross dividend may generally be refunded). In specific cases, U.S. companies not having a "permanent establishment" or a fixed base in Switzerland owning at least 10% of Logitech registered shares may receive a refund of the Swiss anticipatory tax withheld from dividends to the extent it exceeds 5% of the gross dividend (i.e., 30% of the gross dividend may be refunded). To get the benefit of a refund, holders must beneficially own Logitech shares at the time such dividend becomes due.

Share Repurchases

In fiscal year 2021, the following approved share repurchase program was in place (in thousands):

Share Repurchase Program	Approved Shares	Approved Amounts
May 2020	17,311	\$ 250,000

The following table presents certain information related to purchases made by Logitech of its equity securities under its publicly announced share repurchase programs (in thousands, except per share amounts):

During Fiscal Year Ended	Shares Repurchased**	Weighted Average Price Per Share		Remaining Amount that May Yet Be Repurchased under the Program
		CHF (LOGN)	USD (LOGI)	
March 31, 2019	808	39.58	—	\$ 187,433
March 31, 2020 *	1,251	38.91	—	\$ 137,386
March 31, 2021	1,845	81.35	89.20	\$ 85,382

* The 2017 share repurchase program expired in April 2020 and the unused amount was forfeited.

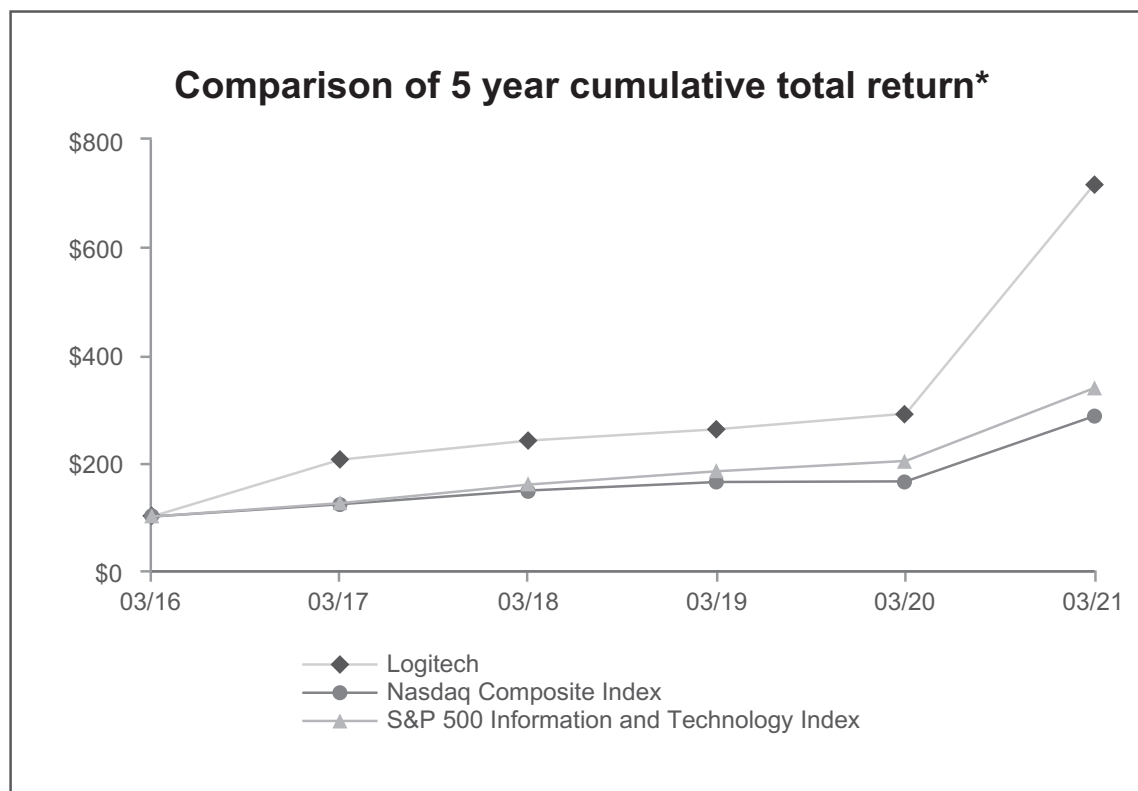
** All shares were repurchased on the SIX in fiscal years 2019 and 2020. In fiscal year 2021, 969 thousand shares were repurchased on the SIX and 876 thousand shares on NASDAQ.

During the three months ended March 31, 2021	Total Number of Shares Repurchased	Weighted Average Price Paid Per Share		Remaining Amount that May Yet Be Repurchased under the Program
		CHF (LOGN)	USD (LOGI)	
Month 1				
December 26, 2020 to January 22, 2021	—	—	—	177,634
Month 2				
January 23, 2021 to February 19, 2021				
SIX	243	91.66		152,575
Nasdaq	60		103.58	146,348
Month 3				
February 20, 2021 to March 31, 2021				
SIX	87	91.93		137,642
Nasdaq	540		96.74	85,382
	<u>930</u>	<u>90.44</u>	<u>99.17</u>	<u>85,382</u>

Performance Graph

The information contained in the Performance Graph shall not be deemed to be "soliciting material" or "filed" with the SEC or subject to the liabilities of Section 18 of the Securities Exchange Act of 1934, as amended (the Exchange Act), except to the extent that we specifically incorporate it by reference into a document filed under the Securities Act of 1933, as amended (the Securities Act), or the Exchange Act.

The following graph compares the cumulative total stockholder return on our shares, the Nasdaq Composite Index, and the S&P 500 Information and Technology Index. The graph assumes that \$100 was invested in our LOGI shares, the Nasdaq Composite Index and the S&P 500 Information and Technology Index on March 31, 2016, and calculates the annual return through March 31, 2021. The stock price performance on the following graph is not necessarily indicative of future stock price performance.



*\$100 invested on March 31, 2016, in stock or index, including reinvestment of dividends.

Fiscal year ending March 31.

Copyright© 2021 Standard & Poor's, a division of S&P Global. All rights reserved.

	March 31,					
	2016	2017	2018	2019	2020	2021
Logitech	\$ 100	\$ 206	\$ 241	\$ 262	\$ 291	\$ 717
Nasdaq Composite Index	\$ 100	\$ 123	\$ 148	\$ 164	\$ 165	\$ 287
S&P 500 Information and Technology Index	\$ 100	\$ 125	\$ 159	\$ 184	\$ 203	\$ 339

QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

Market Risk

Market risk represents the potential for loss due to adverse changes in the fair value of financial instruments. As a global concern, we face exposure to adverse movements in currency exchange rates and interest rates. These exposures may change over time as business practices evolve and could have a material adverse impact on our financial results.

Currency Exchange Rates

We report our results in U.S. Dollars. Changes in currency exchange rates compared to the U.S. Dollar can have a material impact on our results when the financial statements of our non-U.S. subsidiaries are translated into U.S. Dollars. The functional currency of our operations is primarily the U.S. Dollar. Certain operations use the Swiss Franc or the local currency of the country as their functional currencies. Accordingly, unrealized currency gains or losses resulting from the translation of net assets or liabilities denominated in other currencies to the U.S. Dollar are accumulated in the cumulative translation adjustment component of other comprehensive income (loss) in shareholders' equity.

We are exposed to currency exchange rate risk as we transact business in multiple currencies, including exposure related to anticipated sales, anticipated purchases and assets and liabilities denominated in currencies other than the U.S. Dollar. We transact business in over 30 currencies worldwide, of which the most significant to operations are the Euro, Chinese Renminbi, Australian Dollar, Taiwanese Dollar, British Pound, Brazilian Real, Canadian Dollar, Japanese Yen and Mexican Peso. For the year ended March 31, 2021, approximately 52% of our sales were in non-U.S. denominated currencies, with 26% of our sales denominated in Euro. The mix of our cost of goods sold and operating expenses by currency are significantly different from the mix of our sales, with a larger portion denominated in U.S. Dollar and less denominated in Euro and other currencies. A strengthening U.S. Dollar has a more unfavorable impact on our sales than the favorable impact on our operating expenses, resulting in an adverse impact on our operating results.

We enter into currency forward and swap contracts to reduce the short-term effects of currency fluctuations on certain receivables or payables denominated in currencies other than the functional currencies of our subsidiaries. These forward contracts generally mature within one month. The gains or losses on these contracts are recognized in earnings based on the changes in fair value.

If an adverse 10% foreign currency exchange rate change had been applied to total monetary assets and liabilities denominated in currencies other than the functional currencies at the balance sheet dates, it would have resulted in an adverse effect on income before income taxes of approximately \$37.8 million and \$11.8 million as of March 31, 2021 and 2020, respectively. The adverse effect as of March 31, 2021 and 2020 is after consideration of the offsetting effect of approximately \$12.4 million and \$5.2 million, respectively, from open foreign exchange contracts in place as of March 31, 2021 and 2020.

We enter into cash flow hedge contracts to protect against exchange rate exposure of forecasted inventory purchases. These hedging contracts mature within five months. Gains and losses in the fair value of the effective portion of the hedges are deferred as a component of accumulated other comprehensive loss until the hedged inventory purchases are sold, at which time the gains or losses are reclassified to cost of goods sold.

If the U.S. dollar had weakened by 10% as of March 31, 2021, the amount recorded in accumulated other comprehensive income (AOCI) related to our foreign exchange contracts before tax effect would have been approximately \$16.5 million and \$4.8 million lower as of March 31, 2021 and 2020, respectively. The change in the fair value recorded in AOCI would be expected to offset a corresponding foreign currency change in cost of goods sold when the hedged inventory purchases are sold.

REPORT ON CORPORATE GOVERNANCE 2021

REPORT ON CORPORATE GOVERNANCE

Logitech is a world leader in designing, manufacturing and marketing products that help connect people to digital and cloud experiences. Almost 40 years ago, Logitech created products to improve experiences around the personal computer (PC) platform, and today it is a multi-brand, multi-category company designing products that enable people to pursue their passions and connect to the world. Logitech's products align with several large secular trends including work and learn from anywhere, video everywhere, the increasing popularity of gaming as a spectator and participant sport, and the democratization of content creation. Logitech's brands include Logitech, Logitech G, ASTRO Gaming, Streamlabs, Blue Microphones, Ultimate Ears, and Jaybird.

Logitech was founded in Switzerland in 1981, and Logitech International S.A. has been the parent holding company of Logitech since 1988. Logitech International S.A. is a Swiss holding company with its registered office in Apples, Switzerland, which conducts its business through subsidiaries in the Americas (including North and South America), EMEA (Europe, Middle East, Africa) and Asia Pacific (including, among other countries, China, Taiwan, Japan, India and Australia).

Logitech believes that sound corporate governance practices are essential to an open and responsible corporation. Our corporate governance practices reflect a continuing commitment to corporate accountability, sound judgment, and transparency to shareholders.

As a company whose securities are listed on both the SIX Swiss Exchange and the Nasdaq Global Select Market, our commitment to sound corporate governance principles is guided by the legal and regulatory requirements of both Switzerland and the United States. In addition, Logitech's internal guidelines regarding corporate governance are provided in our Articles of Incorporation, Organizational Regulations (Bylaws), Corporate Governance Principles, and Board Committee Charters.

This Report has been designed to comply with the Corporate Governance Directive of the SIX Swiss Exchange. Portions of the Report are also incorporated by reference from elsewhere in our Invitation, Proxy Statement and Annual Report for the 2021 Annual General Meeting, of which this Report is a part.

1. Group Structure and Shareholders

1.1 Operational Group Structure

Shares of Logitech International S.A. are listed on both the SIX Swiss Exchange (Ticker: LOGN; security number: 2575132) and the Nasdaq Global Select Market (Ticker: LOGI, CUSIP H50430232). The International Securities Identification Number (ISIN) of our shares is CH0025751329. As of March 31, 2021, our market capitalization, based on outstanding shares of 168,307,897, net of treasury shares, amounted to approximately \$17.6 billion (CHF 16.7 billion). Refer to section 1.2 below for information on Logitech International S.A.'s holdings in its shares as of March 31, 2021.

References in this Report on Corporate Governance to the "Company" refers to Logitech International S.A. References to "Logitech," "we," "our," and "us" refer to Logitech International S.A. and its consolidated subsidiaries.

Logitech International S.A. directly or indirectly owns 100% of all the companies in the Logitech group, through which it carries on its business and operations. Principal operating subsidiaries include: Logitech Europe S.A. (Lausanne, Switzerland), Logitech Inc. (Newark, California, USA), and Logitech Technology (Suzhou) Co., Ltd. (Suzhou, China). For a list of Logitech subsidiaries, refer to the table in Note 5 of our Swiss Statutory Financial Statements on pages 101 to 103 of this Annual Report. None of Logitech International S.A.'s subsidiaries have securities listed on a stock exchange as of March 31, 2021.

Please refer to Management's Discussion and Analysis of Financial Condition and Results of Operations under the heading "Overview of our Company" on page 5 of this Annual Report for further information on Logitech's operational group structure.

1.2 Significant Shareholders

Greater than 3% Shareholders as of March 31, 2021

Under Swiss law any person who owns or has the discretionary authority to exercise voting rights exceeding certain percentage thresholds of a company incorporated in Switzerland whose equity securities are listed on a stock exchange in Switzerland is required to notify the company and the relevant Swiss exchange of such holdings. Following receipt of this notification, the company is required to inform the public. With respect to Logitech, the notices received by the Company pursuant to these rules can be accessed on an internet platform operated by the SIX Swiss Exchange at <https://www.six-exchange-regulation.com/en/home/publications/significant-shareholders.html>.

To the knowledge of the Company, the beneficial owners holding more than 3% of the voting rights of the Company as of March 31, 2021, other than the Company itself, were as follows:

Name	Number of Shares ⁽¹⁾	Percentage of Voting Rights ⁽²⁾	Relevant Date
BlackRock, Inc. ⁽³⁾	12,444,279	7.2%	December 31, 2020
The Capital Group Companies, Inc. ⁽⁴⁾	5,246,538	3.0%	March 9, 2021
UBS Fund Management (Switzerland) AG ⁽⁵⁾	5,239,853	3.0%	September 29, 2014

- (1) In accordance with Swiss law, the number of shares set forth includes (i) shares beneficially owned or deemed to be beneficially owned by the relevant shareholder, (ii) shares borrowed from third parties, held in connection with a repurchase agreement or as a collateral, and (iii) shares held for the account of third parties with a discretionary authority to exercise voting rights. The table does not include positions in derivatives. Positions in derivatives can be accessed on the internet platform operated by the SIX Swiss Exchange at <https://www.six-exchange-regulation.com/en/home/publications/significant-shareholders.html>.
- (2) Shareholdings are calculated based on the aggregate number of voting rights entered into the Swiss commercial register. This aggregate number was 173,106,620 voting rights as of March 31, 2021.
- (3) The number of shares held by BlackRock, Inc. is based on the number of shares reported as beneficially owned by BlackRock, Inc. and its subsidiaries on a Schedule 13G filed with the U.S. Securities and Exchange Commission on January 29, 2021.
- (4) The number of shares held by The Capital Group Companies, Inc. is based on a notification filed with the SIX Swiss Exchange Regulation on March 12, 2021.
- (5) The number of shares held by UBS Fund Management (Switzerland) AG is based on a notification filed with the SIX Exchange Regulation on October 7, 2014.

Information on the share ownership of the Company by directors, executive officers and large shareholders as of June 30, 2021, as required by Swiss law, based on the number of the Company's shares outstanding (which is equal to the shares issued less the shares held in the Company's treasury), is set forth on pages 44 and 45 in the Company's Invitation, Proxy Statement and Annual Report for the 2021 Annual General Meeting, available at <http://ir.logitech.com>, under the heading "Security Ownership of Certain Beneficial Owners and Management as of June 30, 2021." Information of the own shares held by the Company in treasury is set forth in Section 2.3 below.

1.3 Cross-shareholdings

Logitech has no shareholdings in companies that to its knowledge have shareholdings in Logitech.

2. Capital Structure

2.1 Share Capital

As of March 31, 2021, Logitech International S.A.'s nominal share capital was CHF 43,276,655, consisting of 173,106,620 shares with a par value of CHF 0.25 each.

Nominal conditional share capital designated to cover the potential issuance of shares under employee equity incentive plans amounts to CHF 6,250,000, consisting of 25,000,000 shares. In addition, nominal conditional share capital designated to cover conversion rights that may be granted in connection with a future issuance of debt obligations convertible into Logitech shares amounts to CHF 6,250,000, consisting of 25,000,000 shares. During the

2020 Annual General Meeting, the shareholders of the Company authorized the Board of Directors to issue up to an additional 17,310,662 shares of the Company until September 9, 2022. Refer to section 2.2 for more information on the Company's authorized and conditional capital.

2.2 Details on the Company's Authorized and Conditional Share Capital

Authorized share capital. Under Swiss corporate law, the total nominal par value of the shares authorized by shareholders for future issuance, other than to cover derivative securities, is referred to as authorized share capital.

In September 2020, the Board of Directors was authorized to issue up to 17,310,662 new registered shares with a par value of CHF 0.25 each (representing 10% of the Company's share capital as of March 31, 2021). The authorization is valid until September 9, 2022. The purpose of the authorized share capital is to make it possible for the Company to raise capital in a fast and flexible manner whenever necessary to carry out or finance acquisitions or strategic transactions or relationships.

The Board of Directors determines the type of contributions, the issue price, the time of the issue, the conditions for the exercise of the preferential subscription rights, the use of unexercised preferential subscription rights and the date upon which the new shares shall become entitled to dividends. The Board of Directors may authorize the issuance of new shares by means of an underwriting or similar process carried out by one or more banks or other financial institutions with a view to offering the new shares to existing shareholders or to third parties. The Board of Directors may authorize, restrict or exclude the trading of preferential subscription rights. If preferential subscription rights are granted, but not exercised, the Board of Directors shall use the rights associated with the relevant shares in the interest of the Company.

The Board of Directors may restrict or withdraw the preferential subscription rights of existing shareholders, and allocate such rights to third parties or to the Company for valid reasons, in particular if the new shares are being issued in connection with: (a) the acquisition of companies, enterprises, participations, assets, intellectual property rights, licenses or new investment projects; (b) a public offering or private placement of shares for the financing and/or refinancing of an acquisition of the kind referred to under (a) above; (c) a public offering or private placement of shares, under circumstances in which such public offering or private placement would be difficult to carry out or could likely only be carried out under less favorable terms if the preferential subscription rights of existing shareholders were not restricted or withdrawn; (d) the acquisition of a stake in the Company by a strategic partner; or (e) the broadening of the shareholder base of the Company in certain jurisdictions or in the context of a listing or admission to trading on a domestic or foreign stock exchange.

Conditional share capital. Under Swiss corporate law, the total nominal par value of the shares authorized by shareholders for future issuance on the conversion or exercise of derivative securities issued by a company is referred to as conditional share capital. Under Swiss law, a company must have sufficient conditional capital or available treasury shares to cover any conversion rights under derivative securities at the time the derivative securities are issued.

Pursuant to Article 25 of the Company's Articles of Incorporation, the share capital of the Company may be increased by CHF 6,250,000 through the issuance of up to 25,000,000 shares with a par value of CHF 0.25 each (representing 14.4% of the Company's share capital as of March 31, 2021). The purpose of this conditional share capital is to cover option or other equity rights granted or that may be granted to employees, officers and directors of Logitech under its employee equity incentive plans. The conditional share capital increase does not have an expiration date. The shareholders do not have pre-emptive rights to subscribe to the newly issued shares issued out of conditional share capital. For more information on Logitech's employee equity incentive plans please refer to Note 5 - Employee Benefit Plans - to our Consolidated Financial Statements on pages 70 to 77 of this Annual Report.

Although the Company has been authorized by its shareholders to use conditional capital to meet its obligations to deliver shares as a result of employee purchases or exercises under its employee equity incentive plans, the Company has for some years used shares held in treasury to fulfill its obligations under the plans.

In addition, pursuant to Article 26 of the Company's Articles of Incorporation, the share capital of the Company may also be increased by CHF 6,250,000 through the issuance of up to 25,000,000 shares with a par value of CHF 0.25 each (representing 14.4% of the Company's share capital as of March 31, 2021). The purpose of this conditional share capital is to cover conversion rights that may be granted in connection with a future issuance of bonds convertible into Logitech shares. The conditional share capital increase does not have an expiration date. The shareholders do not have preemptive rights to subscribe to the newly issued shares issuable on conversion of the bonds.

The Board of Directors may limit or withdraw the shareholders' right to subscribe for the bonds by preference for valid reasons, in particular (a) if the bonds are issued in connection with the financing or refinancing of the acquisition of one or more companies, businesses or parts of businesses, or (b) to facilitate the placement of the bonds on the international markets or to increase the security holder base of the Company. If the shareholders' right to subscribe for the bonds by preference is limited or withdrawn, the bonds must be issued at market conditions, the exercise period of the conversion rights must not exceed 7 years from the date of issuance of the bonds, and the conversion price must be set at a level that is not lower than the market price of the shares preceding the determination of the final conditions for the bonds.

2.3 Changes in Shareholders' Equity

No shares have been issued during fiscal years 2021, 2020 and 2019.

As of March 31, 2021, 2020 and 2019, balances in shareholders' equity of Logitech International S.A., based on the parent company's Swiss Statutory Financial Statements, were as follows (in thousands):

	As of March 31,					
	2021		2020		2019	
Share capital	CHF	43,277	CHF	43,277	CHF	43,277
Legal capital reserves:						
- Reserve for capital contributions		1,265		1,265		1,265
Legal retained earnings reserves						
- General retained earnings reserves		9,580		9,580		9,580
		10,845		10,845		10,845
Available Retained earnings		1,193,523		1,096,286		940,854
Treasury shares		(262,373)		(182,181)		(166,774)
Total shareholders' equity	CHF	985,272	CHF	968,227	CHF	828,202

The following table shows authorized and conditional share capital as of the last three fiscal year ends (in thousands):

	As of March 31,					
	2021		2020		2019	
Authorized share capital	CHF	8,655	CHF	8,655	CHF	8,655
First conditional share capital	CHF	6,250	CHF	6,250	CHF	6,250
Second conditional share capital	CHF	6,250	CHF	6,250	CHF	6,250

For information on Logitech's shareholders' equity as of March 31, 2021 and 2020, refer to the Swiss Statutory Balance Sheets on page 97 of this Annual Report.

A summary of the approved share buyback program during fiscal years 2021, 2020 and 2019 is shown in the following table (in thousands, excluding transaction costs).

	Approved		Repurchased	
	Shares	Amounts	Shares	Amounts
Share Buyback Program				
March 2017	17,311	\$250,000	2,902	112,614
March 2020	17,311	\$250,000	1,845	164,618

Share Repurchases

In March 2017, the Company's Board of Directors approved the 2017 share buyback program, which authorizes the Company to use up to \$250.0 million to purchase its own shares. The Company's 2017 share buyback program expired in April 2020.

In May 2020, the Company's Board of Directors approved the 2020 share buyback program, which authorizes the Company to use up to \$250.0 million to purchase its own shares. The Company's share buyback program is expected to remain in effect for a period of three years. Shares may be repurchased from time to time on the open

market, through block trades or otherwise. Purchases may be started or stopped at any time without prior notice depending on market conditions and other factors.

During fiscal year 2021, approximately 1.8 million shares were repurchased for approximately \$165.0 million. During fiscal year 2020, approximately 1.3 million shares were repurchased for approximately \$50.4 million. During fiscal year 2019, approximately 0.8 million shares were repurchased for approximately \$32.4 million.

In April 2021, the Company's Board of Directors approved an increase of \$750.0 million to the 2020 share buyback program, to an aggregate amount of \$1.0 billion.

For further information on Logitech's share repurchases please refer to "Additional Financial Disclosures - Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities" on pages 24 and 25 in this Annual Report.

2.4 Share Categories

Registered Shares. Logitech International S.A. has only one category of shares - registered shares with a par value of CHF 0.25 per share. Each of the 173,106,620 issued shares carries the same rights. There are no preferential rights. However, a shareholder must be entered in the share register of the Company to exercise voting rights and the rights deriving therefrom (such as the right to convene a general meeting of shareholders or the right to put an item on the meeting's agenda). Refer to section 6 for an outline of participation rights of the Company's shareholders.

Each share entitles its owner to dividends declared, even if the owner is not registered in the share register of the Company. Under Swiss law, a company pays dividends upon approval by its shareholders. This request for shareholder approval typically follows the recommendation of the Board. Until 2013, other than a one-time distribution to shareholders of additional paid-in capital out of its capital contribution reserves in fiscal year 2012, Logitech had not paid dividends since 1996, using retained earnings to invest in the growth of the Company and, in more recent years, to repurchase the Company's shares. In 2013, the Board proposed that, beginning with fiscal year 2013 and subject to approval by the Company's shareholders and statutory auditors each year, Logitech distribute a recurring annual gross dividend.

The approximate amounts of dividend distributed to date are reflected below:

Year	2013	2014	2015	2016	2017	2018	2019	2020
Amount per Share in CHF	0.21	0.2625	0.51	0.56	0.61	0.67	0.73	0.79

In September 2020, the Board distributed a gross dividend of approximately CHF 0.79 per share. On April 28, 2021, the Board approved, subject to approval by the Company's shareholders and other Swiss statutory requirements, a gross dividend of approximately CHF 0.8734 per share (based on an approved gross aggregate dividend of CHF 147,000,000 and the shares outstanding, net of treasury shares, as of March 31, 2021 - see "Proposal 3 - Appropriation of Retained Earnings and Declaration of Dividend" on page 14 in our Proxy Statement).

Unless this right is restricted in compliance with Swiss law and the Company's Articles of Incorporation, shareholders have the pre-emptive right to subscribe for newly issued shares. Refer to section 2.2 for a description of the provisions of the Company's Articles of Incorporation relating to the restriction of the shareholders' pre-emptive subscription rights.

2.5 Non-Voting Shares and Bonus Certificates

The Company has not issued non-voting shares ("bons de participation," "Partizipationsscheine"). The Company has not issued certificates or equity securities that provide financial rights in consideration for services rendered or claims waived (referred to as "bonus certificates," "bons de jouissance," or "Genussscheine").

2.6 Limitations on Transferability and Nominee Registration

The Company and its agents Devigus Shareholder Services, as primary transfer agent, and Computershare, as U.S. transfer agent, maintain a share register that lists the names of the registered owners of the Company's shares. Registration in the share register occurs upon request and is not subject to any conditions. Nominee companies and trustees can be entered into the share register with voting rights. There are no restrictions on transfers of shares under the Company's Articles of Incorporation or Swiss law. However, only holders of shares that

are recorded in the share register are recognized as shareholders, and a transfer of shares reflected in the share register is recognized by the Company only to the extent we are notified of the transfer.

Refer to section 6.1 for the conditions for exercise of shareholders' voting rights.

2.7 Conversion and Option Rights

Logitech does not have any outstanding bonds or other securities with conversion rights and has not issued warrants on its shares.

Logitech has issued stock options, including performance-based stock options and premium-priced stock options, and restricted stock units, including performance-based restricted stock units, to its employees and directors. Please refer to pages 89 to 90 of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Equity Compensation Plan Information", for details on option rights and restricted stock units issued under our employee equity incentive plans, as well as other information regarding those plans, and to Note 5 - Employee Benefit Plans - included in our Consolidated Financial Statements on pages 70 to 77 of this Annual Report.

3. The Board of Directors

3.1 and 3.2 Members of the Board of Directors and their Activities Outside of the Logitech Group

For the current members of our Board of Directors, further information regarding the Board of Directors and their material activities outside of the Logitech group, please see pages 25 to 43 of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Corporate Governance and Board of Directors Matters".

3.3 Permitted Activities

Pursuant to Article 17 bis of the Company's Articles of Incorporation, each member of our Board of Directors may assume up to ten mandates in supreme management or supervisory bodies of legal entities outside the Logitech group, of which no more than four may be in listed companies. In addition, each member of our Board of Directors may assume up to ten mandates in the governing bodies of charitable or similar organizations.

The following mandates are not subject to these limitations:

- a) mandates in companies controlled by the Company or that control the Company;
- b) mandates that a member of our Board of Directors assumes at the request of the Company or of a company controlled by it; and
- c) mandates in companies that are not required to be registered in the commercial registry in Switzerland or in an equivalent registry outside of Switzerland.

Mandates for legal entities under common control or at the request of such legal entities are counted as a single mandate for purposes of determining permitted activities.

Each member of our Board of Directors is currently in compliance with the above-mentioned requirements.

3.4 Elections and terms of office

For information regarding the time of first election and term of office of each member of our Board of Directors, please see pages 25 to 43 of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Corporate Governance and Board of Directors Matters".

Pursuant to Article 14 of the Company's Articles of Incorporation, the members of the Board of Directors shall be elected individually by the General Meeting for a term of office expiring after completion of the subsequent Annual General Meeting. Each member of our Board of Director shall be indefinitely re-eligible.

The Company's Articles of Incorporation do not differ from the statutory legal provisions with regard to the appointment of the chairperson, the members of the compensation committee and the independent proxy.

3.5 Organization

For information regarding the organization of the Board of Directors and its committees, please see pages 25 to 43 of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Corporate Governance and Board of Directors Matters".

3.6 Definition of areas of responsibility

Information regarding the powers and duties of the Board of Directors, the Company's Chairperson, the Company's Chief Executive Officer and the Company's Lead Independent Director are set forth on pages 25 to 43

of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Corporate Governance and Board of Directors Matters", including under the subheadings "Board Responsibilities and Structure" on pages 35 to 37 and "Board Committees" on pages 38 to 42. These powers and duties are further detailed in the Company's Organizational Regulations, which can be accessed on the Company's website at <http://ir.logitech.com/corporate-governance/governance-documents/default.aspx>, in Sections 2 ("The Board"), 3 ("The Chairperson of the Board"), 4 ("The Chief Executive Officer") and 5 ("The Group Management Team").

3.7 Information and control instruments

The means by which the Board of Directors supervises the Company's executive officers are described on pages 25 to 43 of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Corporate Governance and Board of Directors Matters".

Additional information and control instruments include: (i) the Company's external auditors, KPMG AG, and independent registered public accounting firm, KPMG LLP, who conduct their audits in compliance with Swiss law and Swiss Auditing Standards and the regulations of the U.S. Securities and Exchange Commission (the "SEC") and the Public Company Accounting Oversight Board (the "PCAOB"), respectively, as well as Auditing Standards Generally Accepted in the United States of America ("U.S. GAAP"); and (ii) the Company's Internal Audit function. Logitech Internal Audit covers all of the Company's business and operations worldwide and completes assignments based on annual internal audit plans approved by the Audit Committee of the Board. Logitech Internal Audit assesses the reliability of financial and operational information and the effectiveness of controls and processes for compliance with internal, legal, regulatory and statutory requirements. Findings are communicated to management and to the Audit Committee in regular quarterly reports as well as in interim communications with the Audit Committee or the Audit Committee Chairperson. The Audit Committee Chairperson provides updates to the Board at least quarterly. The Audit Committee reviews and monitors management's responsiveness to Internal Audit's findings and recommendations and, as appropriate, follow-up audits are planned to ensure proper remediation. The Audit Committee oversees the Logitech Internal Audit function. Logitech's Compliance function - including Legal, Internal Audit and, where appropriate, People & Culture - also conducts investigations in connection with Internal Audit's findings or other internal or external reports. The Head of Logitech Internal Audit reports administratively to the Chief Financial Officer and has a functional reporting line and direct access to the Audit Committee Chairperson. In addition to overseeing Logitech Internal Audit function, including reviewing the scope of work, the recommendations made and the progress of implementation, the Audit Committee has responsibility for determining the compensation of the Head of Logitech Internal Audit.

The Board's role in risk oversight is described on pages 36 to 37 of our Invitation and Proxy Statement for the 2021 Annual General Meeting, under the heading "Corporate Governance and Board of Directors Matters" and the sub-heading "The Board's Role in Risk Oversight". In addition, both executive management and other senior leaders and managers provide risk assessments on various aspect of the Company's business and regions in regular reports to the Board.

The Audit Committee reviews with management and the independent auditors the Company's major financial risk exposures and the steps management has taken to monitor and control those exposures, including the Company's guidelines and policies with respect to risk assessment and risk management.

The Technology and Innovation Committee of the Board reviews the Company's cybersecurity, information security and other technology risks, controls and procedures, including review of the Company's current threat landscape, strategy to mitigate cybersecurity, information security and other technology risks, and critical incident response plans.

Logitech Internal Audit also has responsibility for enterprise risk management. Logitech Internal Audit conducts an annual survey from across the Company - including all business functions, product categories and regions - of the Company's key risks. The findings and details of this assessment, together with a heat map and recommendations, are presented at least once a year to the Audit Committee by the Head of Internal Audit. The enterprise risk management assessment factors into the development by Logitech Internal Audit and the Audit Committee of the annual Internal Audit plan and internal controls, which are then implemented or overseen by Logitech Internal Audit. Progress on the Internal Audit Plan and on internal controls is provided to the Audit Committee in regular quarterly reports as well as in interim communications with the Audit Committee or the Audit Committee Chairperson.

The risks identified by Logitech are set forth in the Company's Annual Report on Form 10-K filed with the U.S. Securities and Exchange Commission and posted to the Company's Investor Relations website (<https://ir.logitech.com>), under the headings "Item 1A, Risk Factors" on pages 17 to 35 and "Item 7A, Quantitative and

Qualitative Disclosures about Market Risk" on page 57. Logitech's financial condition and results of operations, including the manner in which the main risks identified by Logitech may affect those, are discussed under the heading "Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations" on pages 41 to 56 of the Company's Annual Report on Form 10-K referred to above.

4. Group Management Team

4.1 Members of the Group Management Team

The members of our Group Management Team as of March 31, 2021 are set forth below:*

Bracken Darrell
58 Years Old
President and
Chief Executive Officer
U.S. national

Bracken Darrell joined Logitech as President in April 2012 and became Chief Executive Officer in January 2013. Prior to joining Logitech, Mr. Darrell served as President of Whirlpool EMEA and Executive Vice President of Whirlpool Corporation, a home appliance manufacturer and marketing company, from January 2009 to March 2012. Previously, Mr. Darrell had been Senior Vice President, Operations of Whirlpool EMEA from May 2008 to January 2009. From 2002 to May 2008, Mr. Darrell was with the Procter & Gamble Company (P&G), a consumer brand company, most recently as the President of its Braun GmbH subsidiary. Prior to rejoining P&G in 2002, Mr. Darrell served in various executive and managerial positions with General Electric Company from 1997 to 2002, with P&G from 1991 to 1997, and with PepsiCo Inc. from 1987 to 1989. Mr. Darrell holds a BA degree from Hendrix College and an MBA from Harvard University.

Nate Olmstead
49 Years Old
Chief Financial Officer
U.S. national

Nate Olmstead joined Logitech in April 2019 as Vice President of Business Finance and was appointed interim Chief Financial Officer as of June 2019 and Chief Financial Officer as of July 2019. Prior to joining Logitech, Mr. Olmstead served in various financial management roles at Hewlett-Packard Company and Hewlett-Packard Enterprise, a multinational information technology company, most recently as the Vice President of Finance for Global Operations at Hewlett-Packard Enterprise from June 2017 to March 2019. He also served as Vice President of Finance, EG Global Supply Chain and Quality from February 2015 to June 2017, Vice President of Finance, HP Storage and HP Converged Systems from 2009 to February 2015, and Director, HP Investor Relations from 2006 to 2009. Mr. Olmstead holds a BA degree from Stanford University and an MBA from Harvard University.

Prakash Arunkundrum
46 Years Old
Head of Global Operations &
Sustainability
U.S. national

Prakash Arunkundrum is Logitech's Head of Global Operations & Sustainability, a position he has held since May 2018. He joined Logitech in 2015 and held operations positions as Vice President New Product Introductions & Strategic Initiatives from August 2015 to July 2016 and Vice President Global Sourcing and New Product Introductions from July 2016 to May 2018. Prior to joining Logitech, Mr. Arunkundrum was a Principal at A.T. Kearney, a global management consulting firm, from July 2014 to August 2015. He also served as Director, Management Consulting at PricewaterhouseCoopers, a multinational professional services network of firms, from September 2011 to July 2014 and Principal at PRTM Management Consultants LLC, a management consulting firm acquired by PricewaterhouseCoopers, from March 2010 to September 2011. Prior to his management consulting roles, Mr. Arunkundrum held several management positions at i2 Technologies, a supply chain management company acquired by JDA Software, from March 2007 to February 2010. Early in his career, he held product management positions at supply chain startups and i2 Technologies. Mr. Arunkundrum holds a BTech degree in Chemical Engineering from Central ElectroChemical Research Institute (CECRI) in Karaikudi, India and a Master of Science in Materials Engineering from University of Maryland at College Park.

Samantha Harnett
45 Years Old
General Counsel
U.S. national

Samantha Harnett joined Logitech as General Counsel in June 2020. Prior to joining Logitech, Ms. Harnett served in various legal and management roles at Eventbrite, Inc., a global self-service ticketing and experience technology platform, most recently as Chief Legal and Operations Officer from October 2019 to June 2020. While at Eventbrite, she also served as Senior Vice President, General Counsel from May 2018 to October 2019 and Vice President, General Counsel from November 2015 to May 2018. From March 2005 to November 2015, Ms. Harnett served in various positions at ZipRealty, Inc., a real estate technology and online brokerage company, including most recently as General Counsel and Senior Vice President of Business Development from October 2009 to November 2015. She also served as an associate at Wilson Sonsini Goodrich and Rosati, P.C. Ms. Harnett holds a BA degree from California State University, Chico and a JD from Santa Clara University School of Law.

The Board of Directors designated Prakash Arunkundrum, our Head of Global Operations & Sustainability, and Samantha Harnett, our General Counsel, as Group Management Team members in May 2020 and July 2020, respectively.

4.2 Involvements outside Logitech of the Members of the Group Management Team

No member of Logitech's Group Management Team currently has material supervisory, management, or advisory functions outside Logitech or holds any official functions or political posts.

4.3 Permitted Activities

Pursuant to Article 18 ter of the Company's Articles of Incorporation, each member of our Group Management Team may assume up to five mandates in supreme management or supervisory bodies of legal entities outside the Logitech group, of which no more than two may be in listed companies. In addition, each member of our Group Management Team may assume up to five mandates in the governing bodies of charitable or similar organizations.

The following mandates are not subject to these limitations:

- a) mandates in companies controlled by the Company or that control the Company;
- b) mandates that a member of our Group Management Team assumes at the request of the Company or of a company controlled by it; and
- c) mandates in companies that are not required to be registered in the commercial registry in Switzerland or in an equivalent registry outside of Switzerland.

Mandates for legal entities under common control are counted as a single mandate for purposes of determining permitted activities.

Each member of our Group Management Team is currently in compliance with the above-mentioned requirements.

4.4 Management Contracts

Logitech has not entered into any contractual relationships regarding the management of the Company or its subsidiaries.

5. Compensation, Shareholdings and Loans

5.1 Compensation Principles

Please refer to Logitech's Compensation Report for Fiscal Year 2021 on pages 51 to 88 of our Invitation and Proxy Statement for the 2021 Annual General Meeting for information on Logitech's compensation of its Board members and executive officers, and regarding how and why we make compensation decisions.

In addition, for information required to be disclosed under Swiss law regarding compensation during fiscal year 2021 of the individual members of the Board and of the members of the Group Management Team, in aggregate, and regarding the security ownership of members of the Board of Directors and of members of the Group Management Team as of March 31, 2021, among other disclosures, please refer to the Remuneration Report on pages 85 to 88 of our Invitation and Proxy Statement for the 2021 Annual General Meeting and Note 9 - Share Ownership of Board Members and Group Management Team - in the Company's Statutory Financial Statements included on pages 109 to 110 of this Annual Report.

5.2 Rules in the Company's Articles of Incorporation

Pursuant to Article 19 bis of the Company's Articles of Incorporation, compensation of non-executive members of our Board of Directors consists of cash payments and shares or share equivalents corresponding to a fixed amount and reflecting the functions and responsibilities assumed.

Pursuant to Article 19 bis and ter of the Company's Articles of Incorporation, compensation of members of our Board of Directors who have delegated management responsibilities and of our Group Management Team consists principally of (i) base salary, (ii) performance-based cash compensation in the form of incentive cash payments, and (iii) equity incentive awards. Base salary rewards executives for their individual contribution to the Company and their expected day-to-day services. Performance-based cash compensation takes appropriate account of the achievement of the Company's, individual employees' or other performance goals. The target level of the performance-based cash compensation elements is determined as a percentage of the base salary. Performance-based cash compensation may amount up to a predetermined multiplier of the target level. Its amount may also reflect an overall assessment of the executive's performance or the Company's objectives. Equity incentive awards provide a direct incentive for future performances and align the interest of the executives with those of the Company's shareholders. Equity incentive awards are governed by performance metrics that take into account strategic or other objectives of the Company or by reference to the duration of the executive's service to the

Company or companies controlled by it. The performance metrics and target levels applicable to performance-based cash compensation and equity incentive awards, as well as their achievement, are determined by our Compensation Committee.

Compensation to executives may also be paid or granted in the form of financial instruments or similar units and executives may participate in share purchase plans established by the Company or companies controlled by it, under the terms of which eligible employees may allocate a portion of their compensation to the purchase of shares of the Company at a discount to market price.

Our Compensation Committee decides upon each grant as well as the applicable vesting, blocking, exercise and forfeiture conditions; it may provide for continuation, acceleration or removal of vesting and exercise conditions, for payment or grant of compensation assuming target achievement or for forfeiture in the event of predetermined events such as termination of employment or office or change of control. Compensation may be paid by the Company or companies controlled by it.

Pursuant to Article 19 quarter of the Company's Articles of Incorporation, upon proposal of the Board of Directors, the General Meeting approves the maximum aggregate amount of the compensation of (i) the Board of Directors, for the period up to the next Annual General Meeting, and (ii) the Group Management Team, for the next business year. The Board of Directors may submit to the General Meeting for approval proposals in respect of maximum aggregate amounts and/or individual compensation components for other time periods and/or propose the payment of additional amounts for special or extraordinary services of some or all of the members of the Board of Directors or of the Group Management Team. If the General Meeting rejects a proposal submitted by the Board of Directors, the Board of Directors will submit an alternative proposal to the same or a subsequent General Meeting. The Company or companies controlled by it may grant or pay compensation subject to subsequent ratification at a General Meeting and claw-back by the Company in case of rejection by the General Meeting.

Pursuant to Article 19 quinquies of the Company's Articles of Incorporation, if the maximum aggregate amount of compensation already approved by the General Meeting is not sufficient to also cover the compensation of one or more persons who become members of the Group Management Team during a compensation period for which the General Meeting has already approved the compensation of the Group Management Team (new hire), the Company or companies controlled by it are authorized to pay an additional amount with respect to the compensation period already approved. Such additional amount may not exceed: for the head of the Management Team (CEO), 140% of the total annual compensation of the former CEO; and for any new hire other than the CEO, 140% of the highest total annual compensation of any member of the Management Team other than the CEO.

Pursuant to Article 19 sexies of the Company's Articles of Incorporation, members of the Board of Directors and of the Group Management Team may not receive credits or loans from the Company or from a company controlled by it. Compensation paid to members of the Board of Directors or of the Group Management Team for activities in companies that are controlled by the Company is permitted, and this compensation will be included in the total compensation payable to the Board of Directors or to the Group Management Team, as applicable, which is subject to the approval of the General Meeting. Pension contributions and benefits will be made or provided in accordance with the regulations applicable to the pension schemes in which the Company or the companies controlled by it participate in Switzerland or abroad.

6. Shareholders' Participation Rights

6.1 Exercise and Limitations to Shareholders' Voting Rights

Each registered share confers the right to one vote at a general meeting of shareholders. There are no limitations to the number of voting rights that a shareholder or group of shareholders is entitled to exercise, and there are no preferential voting rights. To exercise voting rights at a general meeting of shareholders, a shareholder must have registered their shares by the date set by the Board of Directors for the closing of the share register before each general meeting of shareholders. Refer to section 2.6 for more information on the registration process.

Any shareholder may be represented at a meeting by a person of its choice who need not be a shareholder of the Company. The power of attorney must be made in writing. The use of a form prepared by the Company may be required.

There are currently no limitations under Swiss law or in the Company's Articles of Incorporation restricting the rights of shareholders outside Switzerland to hold or vote Logitech shares.

The Company's Articles of Incorporation contain no rules on giving instructions to the independent proxy and no provisions on electronic participation in the general meeting.

6.2 Shareholders' Resolutions for which a Particular Majority is Required

In general, the resolutions of the general meeting of shareholders are passed with a simple majority of the votes cast. However, a number of resolutions may only be passed with a majority of two-thirds of the votes represented, including the following:

- change in the Company's corporate purpose;
- creation of shares with privileged voting rights;
- restriction of the transferability of the shares;
- creation of authorized or conditional capital;
- capital increases to be paid-in by means of existing reserves, against contributions in kind, or conducted with a view to the acquisition of specific assets;
- grant of special benefits;
- suppression or limitation of the shareholders' preferential subscription right;
- change of the registered office of the Company; and
- liquidation of the Company.

6.3 Convocation of the General Meeting of Shareholders

The Board of Directors generally convenes a general meeting of shareholders. The convocation notice is made in writing and under Swiss law must be sent to each registered shareholder at the address recorded in the share register at least 20 days prior to the meeting.

Under our Articles of Incorporation one or more shareholders who represent together at least 10% of the share capital of the Company may demand that the Board of Directors convene a meeting. Such demands must be made in writing and received by the Board of Directors at least 60 days before the date of the proposed meeting.

The Company has received an exemption from compliance with a Nasdaq listing standard that requires that the quorum for shareholder meetings be at least 33⅓% of the outstanding voting shares. Under Swiss law, public companies do not have specific quorum requirements for shareholder meetings. Accordingly, Logitech, like most other Swiss public companies, does not observe quorum requirements with respect to its shareholder meetings. In compliance with Swiss law, Logitech sends an invitation to all of its registered shareholders and publishes the notice of the meeting in the Swiss financial press. It also sends a proxy statement, or a notice of availability of the proxy statement, in either case prepared in accordance with U.S. securities laws, to all registered shareholders and all beneficial shareholders where requested by the registered shareholder or required by law. Logitech has combined the invitation required under Swiss law and the proxy statement required under U.S. law into one document, titled Invitation and Proxy Statement, for its 2019 Annual General Meeting, and combined it with its Annual Report required under Swiss law and U.S. law to create one convenient document for shareholders. Also, to encourage attendance, Logitech holds its Annual General Meeting close to its operations in Switzerland.

6.4 Shareholders' Right to Place Items on the Agenda of a Meeting

Under the Company's Articles of Incorporation, one or more registered shareholders who together represent shares representing at least the lesser of (i) one percent of the Company's issued share capital or (ii) an aggregate par value of one million Swiss francs, may demand that an item be placed on the agenda of a meeting of shareholders.

A request to place an item on the meeting agenda must be in writing, describe the proposal and be received by our Board of Directors at least 60 days prior to the date of the meeting. Demands by registered shareholders to place an item on the agenda of a meeting of shareholders should be sent to:

Secretary to the Board of Directors, Logitech International S.A., EPFL - Quartier de l'Innovation, Daniel Borel Innovation Center 1015 Lausanne, Switzerland, or c/o Logitech Inc., 7700 Gateway Boulevard, Newark, CA 94560, USA.

6.5 Registration in the Company's Share Register

Registration into the Company's share register, or the sub-register maintained by the Company's U.S. transfer agent, Computershare, occurs upon request and is not subject to any condition. The Company's share register closes before a general meeting of shareholders on a date designated by the Board of Directors. Only those shareholders who are registered in the share register on the day the share register is closed have the right to vote at the meeting.

7. Mandatory Offer and Change of Control Provisions

7.1 Mandatory Offer

Under Swiss law any shareholder who acquires more than 33⅓% of the voting rights of a Swiss company whose shares are listed in whole or in part in Switzerland is required to make an offer to acquire all listed equity securities of the company at a minimum price. Logitech International S.A.'s Articles of Incorporation do not remove this requirement. The Articles do not increase the participation threshold above which an offer must be made. Consequently, any person having acquired more than a third of the Company's voting rights will be required to make an offer for all outstanding shares of the Company.

7.2 Change of Control Provisions

Please refer to our Compensation Report for Fiscal Year 2021 on pages 51 to 88 of our Invitation and Proxy Statement for the 2021 Annual General Meeting for information on the consequences of change of control on equity awards made to members of the Board of Directors and the Group Management Team.

8. Auditors

Under the Company's Articles of Incorporation, the shareholders elect the Company's independent auditors each year at the Annual General Meeting. Re-election is permitted.

The Company's auditors are currently KPMG AG, Badenerstrasse 172, CH-8036, Zürich, Switzerland. KPMG assumed its first audit mandate for Logitech in 2014. The responsible principal audit partner as of March 31, 2021 is, and since fiscal year 2015 has been, Rolf Hauenstein. The responsible principal audit partner changes at least once every seven years, as required under Swiss law. For purposes of U.S. securities law reporting, KPMG LLP, San Francisco, California, serves as the Company's independent registered public accounting firm.

Please refer to the "Corporate Governance and Board of Directors Matters", "Independent Auditors" and "Report of the Audit Committee" sections on pages 25 to 43, 48 to 49, and 49, respectively, of Logitech's Invitation, Proxy Statement and Annual Report for the 2021 Annual General Meeting for further information regarding the audit and non-audit fees paid by Logitech to KPMG during fiscal year 2021, pre-approval policies for non-audit work by KPMG, and the supervisory and control instruments of the Board of Directors, including the Audit Committee of the Board, over the work and activities of KPMG.

9. Information Policy

The Company reports its financial results quarterly with an earnings press release. Quarterly financial results are currently scheduled to be released as follows:

Q1 FY'22 Earnings Release and Conference Call	July 26-27, 2021
Q2 FY'22 Earnings Release and Conference Call	October 25-26, 2021
Q3 FY'22 Earnings Release and Conference Call	January 24-25, 2022
Q4 FY'22 Earnings Release and Conference Call	April 25-26, 2022

The Company's 2021 Annual General Meeting is to be held September 8, 2021 at our corporate headquarters at EPFL - Quartier de l'Innovation, Daniel Borel Innovation Center, 1015 Lausanne, Switzerland.

All registered shareholders and all shareholders in the United States that hold their shares through a U.S. bank or brokerage or other nominee receive a copy of the Logitech Invitation, Proxy Statement and Annual Report, or a notice that such documents are available. The Annual Report section of the document contains an overview of Logitech's business in the fiscal year, audited financial statements for the group and the Company, the Remuneration Report, the Report on Corporate Governance and other key financial and business information. The Invitation and Proxy Statement section of the document includes a description of the matters to be acted upon at the Annual General Meeting of shareholders, a Compensation Report on executive officer and Board member compensation, and other disclosures required under applicable Swiss and U.S. laws.

Logitech holds public conference calls after our quarterly earnings releases to discuss the results and present an opportunity for institutional analysts to ask questions to the Chief Executive Officer and Chief Financial Officer. Logitech also holds periodic analyst days where senior management present reviews of Logitech's business. These events are webcast and remain available on Logitech's Investor Relations website for a period of time after the events. Logitech senior management also regularly participates in institutional investor seminars and roadshows, many of which are also webcast.

Our Investor Relations website is located at <http://ir.logitech.com>. We post and maintain an archive of our earnings and other press releases, current reports, annual and quarterly reports, earnings release schedule, information regarding annual general meetings, further information on corporate governance, and other information regarding the Company on the Investor Relations website. The information we post includes, and in the future will include, filings we make with the U.S. Securities and Exchange Commission, or SEC, including reports on Forms 10-K, 10-Q and 8-K, our proxy statement related to our annual shareholders' meeting, including our Compensation Report on executive officer and Board member compensation, and any amendments to those reports or statements filed or furnished pursuant to U.S. securities laws or Swiss laws. All such filings and information are available free of charge on the website, and we make them available on the website as soon as reasonably possible after we file or furnish them with the SEC. The contents of these websites are not intended to be incorporated by reference into this report or in any other report or document we file and our references to these websites are intended to be inactive textual references only.

In addition, Logitech publishes press releases upon occurrence of significant events within Logitech. Shareholders and members of the public may elect to receive e-mails when Logitech issues press releases upon occurrence of significant events within Logitech or other press releases by subscribing through <http://ir.logitech.com/alerts.cfm>.

As a Swiss company traded on the SIX Swiss Exchange, and as a company subject to the provisions of Section 16 of the Securities Exchange Act of 1934, as amended, we file reports on transactions in Logitech securities by members of Logitech's Board of Directors and executive officers. The reports that we file with the SEC on Forms 3, 4 and 5 may be accessed on our website or on the SEC's website at <http://www.sec.gov>, and the reports that we file that are published by the SIX Swiss Exchange may be accessed at http://www.six-exchange-regulation.com/obligations/management_transactions_en.html.

For no charge, a copy of our annual reports and filings made with the SEC are available on our website and can be requested by contacting our Investor Relations department: Logitech Investor Relations, 7700 Gateway Boulevard, Newark, CA 94560 USA, Main +1-510-795-8500, e-mail: LogitechIR@logitech.com.

10. Global Quarterly Blackout Period

No director, officer or employee of Logitech, or any consultant or contractor with access to Logitech confidential information, may directly or through others trade in Logitech's securities during the period starting on the 15th day of the last month of each fiscal quarter until two days after our earnings are released to the public.

11. Consolidated Subsidiaries

For the listing of consolidated subsidiaries as of March 31, 2021, please refer to Note 5 - Investments in Subsidiaries - in the Company's Statutory Financial Statements included in this Annual Report.

LOGITECH INTERNATIONAL S.A.

CONSOLIDATED FINANCIAL STATEMENTS

INDEX TO CONSOLIDATED FINANCIAL STATEMENTS

	Page
<u>Report of Independent Registered Public Accounting Firm</u>	<u>45</u>
<u>Consolidated Statements of Operations—Years Ended March 31, 2021, 2020 and 2019</u>	<u>49</u>
<u>Consolidated Statements of Comprehensive Income—Years Ended March 31, 2021, 2020 and 2019</u>	<u>50</u>
<u>Consolidated Balance Sheets — March 31, 2021 and 2020</u>	<u>51</u>
<u>Consolidated Statements of Cash Flows —Years Ended March 31, 2021, 2020 and 2019</u>	<u>52</u>
<u>Consolidated Statements of Changes in Shareholders' Equity—Years Ended March 31, 2021, 2020 and 2019</u>	<u>54</u>
<u>Notes to Consolidated Financial Statements</u>	<u>55</u>



Report of the Statutory Auditor

To the General Meeting of Logitech International S.A., Apples

Report of the Statutory Auditor on the Consolidated Financial Statements

As statutory auditor, we have audited the accompanying consolidated financial statements of Logitech International S.A. and its subsidiaries (the Group), which comprise the consolidated balance sheets as of March 31, 2021 and 2020, and the related consolidated statements of operations, comprehensive income, cash flows, and changes in shareholders' equity for each of the years in the three-year period ended March 31, 2021, and related notes to the consolidated financial statements.

Board of Directors' Responsibility

The board of directors is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. Generally Accepted Accounting Principles and the requirements of Swiss law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The board of directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as Auditing Standards Generally Accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position as of March 31, 2021 and 2020, and the results of operations and the cash flows for each of the years in the three-year period ended March 31, 2021, in accordance with U.S. Generally Accepted Accounting Principles and comply with Swiss law.

Report on Key Audit Matters based on the circular 1/2015 of the Federal Audit Oversight Authority



Assessment of the assumptions underlying the breakage rates for certain Customer Programs



Assessment of the accruals for sales returns and Customer Programs

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



Assessment of the assumptions underlying the breakage rates for certain Customer Programs

Key Audit Matter

The Group recorded accounts receivable allowances of \$240,044 thousand as of March 31, 2021 for various cooperative marketing arrangements (marketing development funds and cooperative advertising arrangements) and customer incentive and pricing programs (collectively, Customer Programs). The Group estimates the percentage of Customer Programs which will not be claimed or will not be earned by customers, which is commonly referred to as "breakage". Breakage reduces the Group's accruals for certain Customer Programs and it is applied at the time of sale. The Group uses judgment in assessing the period in which claims are expected to be submitted and the relevance of historical claim experience.

The significant assumptions in the breakage rates estimates include 1) the determination of the period in which the claims are expected to be submitted by the customers, 2) the assessment of the relevance of historical customer claim experience and 3) the assessment of the relevance of the historical trend of claims submitted after the expected period. The evaluation of the significant assumptions required a high degree of auditor judgment due to the inherent uncertainties related to such assumptions as well as recent changes noted in certain customer's claims processing behavior under the current economic environment and therefore required increased audit consideration.

Our response

We have analyzed management's processes and controls established to estimate the breakage applied to allowances for Customer Programs. We have evaluated the design and tested the operating effectiveness of internal controls related to the process to determine the breakage rate estimate. This included controls related to the Group's evaluation of significant assumptions in the breakage rates estimate.

Furthermore, in relation to the assumptions underlying the breakage rates related to certain Customer Programs we have, amongst others, performed the following procedures:

- We evaluated the underlying information related to the expected period that a customer claim will be submitted and assessed the relevance of historical claim experience by analyzing the trend in the customers' historical claims and accruals information for certain Customer Programs.
- We assessed the relevance of the historical trend of claims submitted after the expected period by analyzing the trend of historical claims received after the expected period compared to the total earned amount of each respective period.
- We evaluated the Group's ability to estimate the breakage rates by comparing the estimated breakage from fiscal year 2020 to actual subsequent breakage in fiscal year 2021.

For further information on Customer Programs and the related accounting treatment, refer to the following notes to the consolidated financial statements:

- Note 2 - Summary of Significant Accounting Policies
- Note 8 - Balance Sheet Components



Assessment of the accruals for sales returns and certain Customer Programs

Key Audit Matter

The Group recorded accrued sales return liabilities of \$43,178 thousand and accrued Customer Program liabilities of \$185,394 thousand as of March 31, 2021. The Group records these accruals as a reduction of revenue at the time of sale. The Group estimated these accruals based on historical data or future commitments that are planned and controlled by the Group. The Group uses judgment in analyzing the historical trends, inventories owned by and located at the customers, products sold by the direct customers to end customers or resellers, known product quality issues, negotiated terms and other relevant customer and product information, such as stage of product lifecycle, which are expected to experience unusually high discounting or returns.

A significant assumption in the estimates for sales returns and Customer Programs accruals is that historical experience is predictive of future returns and Customer Programs' earned amounts. Due to the inherent uncertainties, the assessment of the predictive relevance of the historical experience to the determination of the estimates required a high degree of auditor judgment and required increased audit consideration.

Our response

We have analyzed management's processes and controls to estimate these accruals for product returns and customer programs. We have evaluated the design and tested the operating effectiveness of internal controls related to the accrual process for sales returns and certain Customer Programs. This included controls related to the Group's assessment of whether historical experience is predictive of future returns and Customer Programs' earned amounts.

Furthermore, we have, amongst others, performed the following procedures:

- We assessed the historical experience used in estimating the accrual for sales returns and certain Customer Programs using a combination of the Group's internal historical information about sales, returns, Customer Programs' earned amounts, third-party contracts, and relevant and reliable third-party channel inventory and sell-through data.
- We inspected selected customer contracts to assess the terms and conditions related to sales returns and certain Customer Programs.
- We analyzed channel data trends by product and by region comparing fiscal 2021 quarterly channel inventory weeks on-hand and return ratios to prior fiscal years' quarterly ratios.
- We evaluated the Group's ability to estimate the accruals for sales returns and certain Customer Programs by comparing recorded accruals from fiscal year 2020 to actual subsequent returns and Customer Programs' earned amounts in fiscal year 2021.

For further information on sales returns, customer programs and the related accounting treatment, refer to the following Notes to the consolidated financial statements:

- Note 2 - Summary of Significant Accounting Policies
- Note 8 - Balance Sheet Components

Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the board of directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG



Rolf Hauenstein
Licensed Audit Expert
Auditor in Charge



Regula Tobler
Licensed Audit Expert

Zurich, May 12, 2021

LOGITECH INTERNATIONAL S.A.
CONSOLIDATED STATEMENTS OF OPERATIONS
(In thousands, except per share amounts)

	Years Ended March 31,		
	2021	2020	2019
Net sales	\$ 5,252,279	\$ 2,975,851	\$ 2,788,322
Cost of goods sold	2,903,215	1,838,685	1,737,969
Amortization of intangible assets and purchase accounting effect on inventory	13,329	14,785	13,342
Gross profit	2,335,735	1,122,381	1,037,011
Operating expenses:			
Marketing and selling	770,284	533,324	488,263
Research and development	226,023	177,593	161,230
General and administrative	166,577	94,015	98,732
Amortization of intangible assets and acquisition-related costs	19,064	17,563	14,290
Change in fair value of contingent consideration for business acquisition	5,716	23,247	—
Restructuring charges (credits), net	(54)	144	11,302
Total operating expenses	1,187,610	845,886	773,817
Operating income	1,148,125	276,495	263,194
Interest income	1,784	9,619	8,375
Other income (expense), net	(1,789)	38,212	(436)
Income before income taxes	1,148,120	324,326	271,133
Provision for (benefit from) income taxes	200,863	(125,397)	13,560
Net income	<u>\$ 947,257</u>	<u>\$ 449,723</u>	<u>\$ 257,573</u>
Net income per share:			
Basic	\$ 5.62	\$ 2.70	\$ 1.56
Diluted	\$ 5.51	\$ 2.66	\$ 1.52
Weighted average shares used to compute net income per share:			
Basic	168,523	166,837	165,609
Diluted	171,775	169,381	168,965

The accompanying notes are an integral part of these consolidated financial statements.

LOGITECH INTERNATIONAL S.A.
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(In thousands)

	Years Ended March 31,		
	2021	2020	2019
Net income	\$ 947,257	\$ 449,723	\$ 257,573
Other comprehensive income (loss):			
Currency translation gain (loss):			
Currency translation gain (loss), net of taxes	12,695	(8,270)	(7,790)
Reclassification of currency translation loss included in other income (expense), net	(1,738)	—	(510)
Defined benefit plans:			
Net loss and prior service costs, net of taxes	(4,701)	(6,846)	(7,353)
Reclassification of amortization included in other income (expense), net	1,517	762	(181)
Hedging gain (loss):			
Deferred hedging gain (loss), net of taxes	(4,071)	205	1,781
Reclassification of hedging loss (gain) included in cost of goods sold	8,043	(813)	1,810
Total other comprehensive income (loss)	11,745	(14,962)	(12,243)
Total comprehensive income	<u>\$ 959,002</u>	<u>\$ 434,761</u>	<u>\$ 245,330</u>

The accompanying notes are an integral part of these consolidated financial statements.

LOGITECH INTERNATIONAL S.A.
CONSOLIDATED BALANCE SHEETS
(In thousands, except per share amounts)

	March 31,	
	2021	2020
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,750,327	\$ 715,566
Accounts receivable, net	612,225	394,743
Inventories	661,116	229,249
Other current assets	135,650	74,920
Total current assets	<u>3,159,318</u>	<u>1,414,478</u>
Non-current assets:		
Property, plant and equipment, net	114,060	76,119
Goodwill	429,604	400,917
Other intangible assets, net	115,148	126,941
Other assets	324,248	345,019
Total assets	<u><u>\$ 4,142,378</u></u>	<u><u>\$ 2,363,474</u></u>
Liabilities and Shareholders' Equity		
Current liabilities:		
Accounts payable	\$ 823,233	\$ 259,120
Accrued and other current liabilities	858,617	455,024
Total current liabilities	<u>1,681,850</u>	<u>714,144</u>
Non-current liabilities:		
Income taxes payable	59,237	40,788
Other non-current liabilities	139,502	119,274
Total liabilities	<u>1,880,589</u>	<u>874,206</u>
Commitments and contingencies (Note 13)		
Shareholders' equity:		
Registered shares, CHF 0.25 par value:	30,148	30,148
Issued shares—173,106 at March 31, 2021 and 2020		
Additional shares that may be issued out of conditional capitals — 50,000 at March 31, 2021 and March 31, 2020		
Additional shares that may be issued out of authorized capital — 17,311 at March 31, 2021 and 34,621 at March 31, 2020		
Additional paid-in capital	129,519	75,097
Shares in treasury, at cost— 4,799 and 6,210 shares at March 31, 2021 and 2020, respectively	(279,541)	(185,896)
Retained earnings	2,490,578	1,690,579
Accumulated other comprehensive loss	(108,915)	(120,660)
Total shareholders' equity	<u>2,261,789</u>	<u>1,489,268</u>
Total liabilities and shareholders' equity	<u><u>\$ 4,142,378</u></u>	<u><u>\$ 2,363,474</u></u>

The accompanying notes are an integral part of these consolidated financial statements.

LOGITECH INTERNATIONAL S.A.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(In thousands)

	Years Ended March 31,		
	2021	2020	2019
Cash flows from operating activities:			
Net income	\$ 947,257	\$ 449,723	\$ 257,573
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation	50,752	42,893	43,471
Amortization of intangible assets	31,818	30,858	24,180
Investment impairment	2,011	—	—
Share-based compensation expense	86,019	54,870	50,265
Loss (gain) on investments	3,899	756	(816)
Deferred income taxes	34,484	(159,853)	(12,257)
Change in fair value of contingent consideration for business acquisition	5,716	23,247	—
Gain on sale of investment in a privately held company	—	(39,767)	—
Other	(1,784)	(936)	(230)
Changes in assets and liabilities, net of acquisitions:			
Accounts receivable, net	(201,220)	(15,768)	(58,798)
Inventories	(427,501)	60,388	(21,551)
Other assets	(67,708)	18,319	(8,800)
Accounts payable	553,960	(24,250)	(19,134)
Accrued and other liabilities	440,935	(15,480)	51,278
Net cash provided by operating activities	1,458,638	425,000	305,181
Cash flows from investing activities:			
Purchases of property, plant and equipment	(76,189)	(39,484)	(35,930)
Investment in privately held companies	(4,115)	(345)	(2,717)
Acquisitions, net of cash acquired	(43,523)	(91,569)	(133,814)
Proceeds from return of strategic investments	2,934	—	124
Purchases of short-term investments	—	—	(1,505)
Proceeds from sale of property, plant and equipment	—	1,037	—
Purchases of trading investments	(12,336)	(11,964)	(5,203)
Proceeds from sales of trading investments	13,247	12,091	5,700
Net cash used in investing activities	(119,982)	(130,234)	(173,345)
Cash flows from financing activities:			
Payment of cash dividends	(146,705)	(124,180)	(113,971)
Purchases of registered shares	(164,952)	(50,437)	(32,449)
Proceeds from exercises of stock options and purchase rights	43,810	22,241	18,057
Tax withholdings related to net share settlements of restricted stock units	(32,082)	(24,280)	(30,770)
Net cash used in financing activities	(299,929)	(176,656)	(159,133)
Effect of exchange rate changes on cash, cash equivalents	(3,966)	(7,060)	(10,134)
Net increase (decrease) in cash, cash equivalents	1,034,761	111,050	(37,431)
Cash, cash equivalents at beginning of the period	715,566	604,516	641,947
Cash, cash equivalents at end of the period	\$1,750,327	\$ 715,566	\$ 604,516

The accompanying notes are an integral part of these consolidated financial statements.

LOGITECH INTERNATIONAL S.A.
CONSOLIDATED STATEMENTS OF CASH FLOWS (Continued)
(In thousands)

Supplementary Cash Flow Disclosures:

Non-cash investing and financing activities:

Property, plant and equipment purchased during the period and included in period end liability accounts	\$ 16,819	\$ 5,021	\$ 3,983
Non-cash contingent consideration for acquisition	\$ 28,463	\$ —	\$ —
Equity and debt investment in a privately held company	\$ —	\$ 42,350	\$ —

Supplemental cash flow information:

Income taxes paid, net	\$ 23,041	\$ 20,851	\$ 15,312
------------------------	-----------	-----------	-----------

The accompanying notes are an integral part of these consolidated financial statements.

LOGITECH INTERNATIONAL S.A.
CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY
(In thousands)

	Registered shares		Additional paid-in capital	Treasury shares		Retained earnings	Accumulated other comprehensive loss	Total
	Shares	Amount		Shares	Amount			
March 31, 2018	173,106	\$ 30,148	\$ 47,234	8,527	\$(165,686)	\$1,232,316	\$ (93,455)	\$ 1,050,557
Cumulative effect of adoption of new accounting standard (Note 2)	—	—	—	—	—	(10,882)	—	(10,882)
Total comprehensive income	—	—	—	—	—	257,573	(12,243)	245,330
Purchases of registered shares	—	—	—	808	(32,449)	—	—	(32,449)
Sale of shares upon exercise of stock options and purchase rights	—	—	10,526	(575)	7,531	—	—	18,057
Issuance of shares upon vesting of restricted stock units	—	—	(51,572)	(1,516)	20,802	—	—	(30,770)
Share-based compensation	—	—	50,467	—	—	—	—	50,467
Cash dividends (\$0.69 per share)	—	—	—	—	—	(113,971)	—	(113,971)
March 31, 2019	173,106	\$ 30,148	\$ 56,655	7,244	\$(169,802)	\$1,365,036	\$ (105,698)	\$ 1,176,339
Total comprehensive income	—	—	—	—	—	449,723	(14,962)	434,761
Purchases of registered shares	—	—	—	1,251	(50,437)	—	—	(50,437)
Sale of shares upon exercise of stock options and purchase rights	—	—	5,582	(1,101)	16,659	—	—	22,241
Issuance of shares upon vesting of restricted stock units	—	—	(41,964)	(1,184)	17,684	—	—	(24,280)
Share-based compensation	—	—	54,824	—	—	—	—	54,824
Cash dividends (\$0.74 per share)	—	—	—	—	—	(124,180)	—	(124,180)
March 31, 2020	173,106	\$ 30,148	\$ 75,097	6,210	\$(185,896)	\$1,690,579	\$ (120,660)	\$ 1,489,268
Cumulative effect of adoption of new accounting standard (Note 2)	—	—	—	—	—	(553)	—	(553)
Total comprehensive income	—	—	—	—	—	947,257	11,745	959,002
Purchases of registered shares	—	—	—	1,845	(164,952)	—	—	(164,952)
Sale of shares upon exercise of stock options and purchase rights	—	—	3,130	(1,786)	40,680	—	—	43,810
Issuance of shares upon vesting of restricted stock units	—	—	(53,093)	(1,080)	21,011	—	—	(32,082)
Issuance of shares from contingent consideration	—	—	18,847	(390)	9,616	—	—	28,463
Share-based compensation	—	—	85,538	—	—	—	—	85,538
Cash dividends (\$0.87 per share)	—	—	—	—	—	(146,705)	—	(146,705)
March 31, 2021	173,106	\$ 30,148	\$ 129,519	4,799	\$(279,541)	\$2,490,578	\$ (108,915)	\$ 2,261,789

The accompanying notes are an integral part of these consolidated financial statements.

LOGITECH INTERNATIONAL S.A.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

Note 1—The Company

Logitech International S.A, together with its consolidated subsidiaries ("Logitech" or the "Company"), designs, manufactures and markets products that have an everyday place in people's lives, connecting them to the digital experiences they care about. Almost 40 years ago, Logitech created products to improve experiences around the personal PC platform, and today it is a multi-brand, multi-category company designing products that enable better experiences consuming, sharing and creating any digital content such as music, gaming, video and computing, whether it is on a computer, mobile device or in the cloud.

The Company sells its products to a broad network of domestic and international customers, including direct sales to retailers and e-tailers, and indirect sales through distributors.

Logitech was founded in Switzerland in 1981 and Logitech International S.A. has been the parent holding company of Logitech since 1988. Logitech International S.A. is a Swiss holding company with its registered office in Apples, Switzerland and headquarters in Lausanne, Switzerland, which conducts its business through subsidiaries in the Americas, Europe, Middle East and Africa ("EMEA") and Asia Pacific. Shares of Logitech International S.A. are listed on both the SIX Swiss Exchange under the trading symbol LOGN and the Nasdaq Global Select Market under the trading symbol LOGI.

Business Acquisitions

In February 2021, the Company acquired Mevo Inc. ("Mevo"). During fiscal year 2020, the Company acquired General Workings, Inc. ("Streamlabs"). See "Note 3—Business Acquisitions" for more information.

Reference to Sales

References to "sales" in the Notes to the consolidated financial statements means net sales, except as otherwise specified.

Note 2—Summary of Significant Accounting Policies

Basis of Presentation

The consolidated financial statements include the accounts of Logitech and its subsidiaries. All intercompany balances and transactions have been eliminated. The consolidated financial statements are presented in accordance with accounting principles generally accepted in the United States ("U.S. GAAP").

Fiscal Year

The Company's fiscal year ends on March 31. Interim quarters are generally thirteen-week periods, each ending on a Friday. For purposes of presentation, the Company has indicated its quarterly periods end on the last day of the calendar quarter.

Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make judgments, estimates and assumptions that affect the amounts reported in the consolidated financial statements. Management bases its estimates on historical experience and various other assumptions believed to be reasonable. Significant estimates and assumptions made by management involve the fair value of goodwill and intangible assets acquired from business acquisitions, contingent consideration for a business acquisition and periodic reassessment of its fair value, valuation of investment in privately held companies classified under Level 3 fair value hierarchy, pension obligations, accruals for customer incentives, cooperative marketing, and pricing programs ("Customer Programs") and related breakage when appropriate, inventory valuation, share-based compensation expense, uncertain tax positions, and valuation allowances for deferred tax assets. Although these estimates are based on management's best knowledge of current events and actions that may impact the Company in the future, actual results could differ materially from those estimates.

Note 2—Summary of Significant Accounting Policies (Continued)***Risks and Uncertainties***

We are subject to risks and uncertainties as a result of the novel coronavirus ("COVID-19"). Capital markets and economies worldwide have been negatively impacted by COVID-19 and it is still unclear how lasting and deep the economic impacts will be. During fiscal year 2021, the COVID-19 pandemic had mixed effects on the Company's results of operations. While there was high demand for and consumption of certain of our products that led to increased sales and operating income during fiscal year 2021, at the same time the Company experienced disruptions to our supply chain and logistics services, inventory constraints, and increased logistics costs, as it attempted to address the effects of COVID-19. The ongoing and full extent of the impact of the COVID-19 pandemic on the Company's business and operational and financial performance and condition, including the sustainability of its effect on trends positive to the Company, is uncertain and will depend on many factors outside the Company's control, including but not limited to the timing, extent, duration and effects of the virus and any of its mutations, the availability of vaccines and their global deployment, the development of effective treatments, the imposition of effective public safety and other protective measures and the public's response to such measures, the impact of COVID-19 on the global economy and demand for the Company's products and services. Should the COVID-19 pandemic or global economic slowdown not improve or worsen, or if the Company's attempt to mitigate its impact on its operations and costs is not successful, the Company's business, results of operations, financial condition and prospects may be adversely affected.

Currencies

The functional currency of the Company's operations is primarily the U.S. Dollar. Certain operations use the Euro, Chinese Renminbi, Swiss Franc, or other local currencies as their functional currencies. The financial statements of the Company's subsidiaries whose functional currency is other than the U.S. Dollar are translated to U.S. Dollars using period-end rates of exchange for assets and liabilities and monthly average rates for sales, income and expenses. Cumulative translation gains and losses are included as a component of shareholders' equity in accumulated other comprehensive loss. Gains and losses arising from transactions denominated in currencies other than a subsidiary's functional currency are reported in other income (expense), net in the consolidated statements of operations.

Revenue Recognition

Revenue is recognized when a customer obtains control of promised goods or service in an amount that reflects the transaction price the Company expects to receive in exchange for those goods or services.

Substantially all revenue recognized by the Company relates to the contracts with customers to sell products that allow people to connect through gaming, video, computing, music and other digital platforms. These products are hardware devices, which may include embedded software that function together, and are considered as one performance obligation. Hardware devices are generally plug and play, requiring no configuration and little or no installation. Revenue is recognized at a point in time when control of the products is transferred to the customer which generally occurs upon shipment. The Company's sales contracts with its customers have a one year or shorter term. The Company elects not disclosing the value of unsatisfied performance obligations for contracts with an original expected duration of one year or less.

The Company also provides post-contract customer support ("PCS") for certain products and related software, which includes unspecified software updates and upgrades, bug fixes and maintenance. The transaction price is allocated to two performance obligations in such contracts, based on a relative standalone selling price. The transaction price allocated to PCS is recognized as revenue on a straight-line basis, which reflects the pattern of delivery of PCS, over the estimated term of the support that is between one to two years. Deferred revenue associated with remaining PCS performance obligation as of March 31, 2021 and March 31, 2020 was not material.

The Company also recognizes revenue from subscription services that provide professional streamers with access to streaming software and tools that represent a single stand-ready performance obligation. Subscriptions are paid for at the time of or in advance of delivering the services. The proceeds received in advance from such arrangements is recognized as deferred revenue and then recognized as revenue ratably over the subscription period.

Note 2—Summary of Significant Accounting Policies (Continued)

The Company normally requires payment from customers within thirty to sixty days from the invoice date. However, terms may vary by customer type, by country and by selling season. Extended payment terms are sometimes offered to a limited number of customers during the second and third fiscal quarters. The Company does not modify payment terms on existing receivables. The Company's contracts with customers do not include significant financing components as the period between the satisfaction of performance obligations and timing of payment are generally within one year.

The transaction price received by the Company from sales to its distributors, retail companies ("retailers"), and authorized resellers is calculated as selling price net of variable consideration which may include product returns and the Company's payments for Customer Programs related to current period product revenue. The estimated impact of these programs is recorded as a reduction of transaction price or as an operating expense if the Company receives a distinct good or service from the customer and can reasonably estimate the fair value of that good or service received. Customer Programs require management to estimate the percentage of those programs which will not be claimed in the current period or will not be earned by customers, which is commonly referred to as "breakage." Breakage is estimated based on historical claim experience, the period in which customer claims are expected to be submitted, specific terms and conditions with customers and other factors. The Company accounts for breakage as part of variable consideration, subject to constraint, and records the estimated impact in the same period when revenue is recognized at the expected value. Assessing the period in which claims are expected to be submitted and the relevance of the historical claim experience require significant management judgment to estimate the breakage of Customer Programs in any accounting period.

The Company enters into cooperative marketing arrangements with many of its customers and with certain indirect partners, allowing customers to receive a credit equal to a set percentage of their purchases of the Company's products, or a fixed dollar amount for various marketing and incentive programs. The objective of these arrangements is to encourage advertising and promotional events to increase sales of the Company's products.

Customer incentive programs include consumer rebates and performance-based incentives. Consumer rebates are offered to the Company's customers and indirect partners at the Company's discretion for the primary benefit of end-users. In addition, the Company offers performance-based incentives to many of its customers and indirect partners based on predetermined performance criteria. At management's discretion, the Company also offers special pricing discounts to certain customers. Special pricing discounts are usually offered only for limited time periods or for sales of selected products to specific indirect partners.

Cooperative marketing arrangements and customer incentive programs are considered variable consideration, which the Company estimates and records as a reduction to revenue at the time of sale based on negotiated terms, historical experiences, forecasted incentives, anticipated volume of future purchases, and inventory levels in the channel.

The Company has agreements with certain customers that contain terms allowing price protection credits to be issued in the event of a subsequent price reduction. Management's decision to make price reductions is influenced by product life cycle stage, market acceptance of products, the competitive environment, new product introductions and other factors. Accruals for estimated expected future pricing actions are recognized at the time of sale based on analyses of historical pricing actions by customer and by product, inventories owned by and located at customers, current customer demand, current operating conditions, and other relevant customer and product information, such as stage of product life-cycle.

Product return rights vary by customer. Estimates of expected future product returns qualify as variable consideration and are recorded as a reduction of the transaction price of the contract at the time of sale based on an analyses of historical return trends by customer and by product, inventories owned by and located at customers, current customer demand, current operating conditions, and other relevant customer and product information. The Company assesses the estimated asset for recovery value for impairment and adjusts the value of the asset for any impairment. Return trends are influenced by product life cycle status, new product introductions, market acceptance of products, sales levels, product sell-through, the type of customer, seasonality, product quality issues, competitive pressures, operational policies and procedures, and other factors. Return rates can fluctuate over time but are sufficiently predictable to allow the Company to estimate expected future product returns.

Note 2—Summary of Significant Accounting Policies (Continued)

Typically, variable consideration does not need to be constrained as estimates are based on predictive historical data or future commitments that are planned and controlled by the Company. However, the Company continues to assess variable consideration estimates such that it is probable that a significant reversal of revenue will not occur.

The Company regularly evaluates the adequacy of its estimates for Customer Programs and product returns. Future market conditions and product transitions may require the Company to take action to change such programs and related estimates. When the variables used to estimate these costs change, or if actual costs differ significantly from the estimates, the Company would be required to increase or reduce revenue or operating expenses to reflect the impact. During the year ended March 31, 2021, changes to these estimates related to performance obligations satisfied in prior periods were not material.

Sales taxes and value-added taxes ("VAT") collected from customers, if applicable, which are remitted to governmental authorities are not included in revenue, and are reflected as a liability on the consolidated balance sheets.

In May 2014, the FASB issued ASU 2014-09, "Revenue from Contracts with Customers (Topic 606)" (ASU 2014-09). The Company adopted this standard effective April 1, 2018 using the modified retrospective method applied to those contracts that were not completed as of April 1, 2018. The Company recorded a net decrease to retained earnings of \$10.8 million as of April 1, 2018 due to the cumulative impact of adopting ASU 2014-09.

Shipping and Handling Costs

The Company's shipping and handling costs are included in the cost of goods sold in the consolidated statements of operations for all periods presented.

Contract Balances

The Company records accounts receivable from contracts with customers when it has an unconditional right to consideration, as accounts receivable, net on the consolidated balance sheet.

The Company records contract liabilities when cash payments are received or due in advance of performance, primarily for implied support and subscriptions. Contract liabilities are included in accrued and other current liabilities and other non-current liabilities on the consolidated balance sheets.

As of March 31, 2021 and 2020, the Company did not have any material contract liabilities balances or changes.

Contract Costs

The Company recognizes the incremental costs of obtaining contracts as an expense when incurred if the amortization period of the assets that otherwise would have been recognized is one year or less. These costs are included in marketing and selling expenses in the consolidated statements of operations. As of March 31, 2021 and March 31, 2020, the Company did not have any material deferred contract costs.

Research and Development Costs

Costs related to research, design and development of products, which consist primarily of personnel, product design and infrastructure expenses, are charged to research and development expense as they are incurred.

Advertising Costs

Advertising costs are recorded as either a marketing and selling expense or a deduction from revenue as they are incurred. Advertising costs paid or reimbursed by the Company to direct or indirect customers must have an identifiable benefit and an estimable fair value in order to be classified as an operating expense. If these criteria are not met, the payment is classified as a reduction of revenue. Advertising costs recorded as marketing and selling expense are expensed as incurred. Total advertising costs including those characterized as revenue deductions during fiscal years 2021, 2020 and 2019 were \$450.0 million, \$298.6 million and \$278.2 million, respectively, out of which \$168.2 million, \$64.5 million, and \$58.8 million, respectively, were included as operating expense in the consolidated statements of operations.

Note 2—Summary of Significant Accounting Policies (Continued)**Cash Equivalents**

The Company classifies all highly liquid instruments purchased with an original maturity of three months or less at the date of purchase to be cash equivalents. Cash equivalents are carried at cost, which approximates their fair value.

All of the Company's bank time deposits have an original maturity of three months or less and are classified as cash equivalents and are recorded at cost, which approximates their fair value.

Concentration of Credit Risk

Financial instruments that potentially subject the Company to concentrations of credit risk consist principally of cash and cash equivalents and accounts receivable. The Company maintains cash and cash equivalents with various financial institutions to limit exposure with any one financial institution, but is exposed to credit risk in the event of default by financial institutions to the extent that cash balances with individual financial institutions are in excess of amounts that are insured.

The Company sells to large distributors and retailers and, as a result, maintains individually significant receivable balances with such customers.

The Company had the following customers that individually comprised 10% or more of its gross sales:

	Years Ended March 31,		
	2021	2020	2019
Customer A	14 %	12 %	13 %
Customer B	13 %	14 %	14 %

The Company had the following customers that individually comprised 10% or more of accounts receivable:

	March 31,	
	2021	2020
Customer A	12 %	12 %
Customer B	20 %	12 %
Customer C	10 %	— %

The Company manages its accounts receivable credit risk through ongoing credit evaluation of its customers' financial conditions. The Company generally does not require collateral from its customers.

Allowances for Doubtful Accounts

Allowances for doubtful accounts are maintained for expected credit losses resulting from the Company's customers' inability to make required payments. The allowances are based on the Company's regular assessment of various factors, including the credit-worthiness and financial condition of specific customers, historical experience with bad debts and customer deductions, receivables aging, current economic conditions, reasonable and supportable forecasts of future economic conditions, and other factors that may affect our ability to collect from customers.

Note 2—Summary of Significant Accounting Policies (Continued)***Inventories***

Inventories are stated at the lower of cost and net realizable value. Costs are computed under the standard cost method, which approximates actual costs determined on the first-in, first-out basis. The Company records write-downs of inventories which are obsolete or in excess of anticipated demand or net realizable value based on a consideration of marketability and product life cycle stage, product development plans, component cost trends, historical sales and demand forecasts which consider the assumptions about future demand and market conditions. Inventory on hand which is not expected to be sold or utilized is considered excess, and the Company recognizes the write-down in cost of goods sold at the time of such determination. The write-down is determined by the excess of cost over net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less reasonably predictable costs of completion, disposal and transportation. At the time of loss recognition, new cost basis per unit and lower-cost basis for that inventory are established and subsequent changes in facts and circumstances would not result in an increase in the cost basis.

As of March 31, 2021 and 2020, the Company also recorded a liability of \$11.8 million and \$9.6 million, respectively, arising from firm, non-cancelable, and unhedged inventory purchase commitments in excess of anticipated demand or net realizable value consistent with its valuation of excess and obsolete inventory. Such liability is included in accrued and other current liabilities on the consolidated balance sheets.

Property, Plant and Equipment

Property, plant and equipment are stated at cost. Additions and improvements are capitalized, and maintenance and repairs are expensed as incurred. The Company capitalizes the cost of software developed for internal use in connection with major projects. Costs incurred during the feasibility stage are expensed, whereas direct costs incurred during the application development stage are capitalized.

Depreciation expense is recognized using the straight-line method. Plant and buildings are depreciated over estimated useful lives of twenty-five years, equipment over useful lives from three to five years, internal-use software over useful lives from three to ten years, tooling over useful lives from six months to one year, and leasehold improvements over the lesser of the term of the lease or ten years.

When property and equipment is retired or otherwise disposed of, the cost and accumulated depreciation are relieved from the accounts and the net gain or loss is included in cost of goods sold or operating expenses, depending on the nature of the property and equipment.

Leases

In February 2016, the FASB issued ASU 2016-02, "Leases (Topic 842)" (ASU 2016-02 or Topic 842), which requires a lessee to recognize right-of-use ("ROU") assets and lease liabilities arising from operating and financing leases with terms longer than 12 months on the consolidated balance sheets and to disclose key information about leasing arrangements. The Company adopted the new standard effective April 1, 2019 and recorded a ROU asset and lease liability related to its operating leases. The Company used the modified retrospective approach with the effective date as the date of initial application. Accordingly, the Company applied the new lease standard prospectively to leases existing or commencing on or after April 1, 2019. Prior period balances and disclosures have not been restated.

The Company determines if an arrangement is a lease or contains a lease at contract inception. Operating lease ROU assets are included in other assets, short-term lease liabilities are included in accrued and other current liabilities, and long-term lease liabilities are included in other non-current liabilities on the Company's consolidated balance sheet. Leases with an initial term of 12 months or less are not recorded on the balance sheet. For the Company's operating leases, the Company accounts for the lease and non-lease components as a single lease component. Lease expense is recognized on a straight-line basis over the lease term.

Note 2—Summary of Significant Accounting Policies (Continued)

For operating leases, the lease liability is initially and subsequently measured at the present value of the unpaid lease payments at lease commencement date. As most of the leases do not provide an implicit rate, the Company generally uses its incremental borrowing rate as the discount rate for the lease. The Company's incremental borrowing rate is the rate of interest it would have to pay on a collateralized basis to borrow an amount equal to the lease payments under similar terms. Because the Company does not generally borrow in a collateralized basis, it uses its understanding of what its collateralized credit rating would be as an input to deriving an appropriate incremental borrowing rate. The operating lease right-of-use asset includes any lease payments made and excludes lease incentives.

Intangible Assets

The Company's intangible assets principally include goodwill, acquired technology, trademarks, and customer relationships and contracts. Intangible assets with finite lives, which include acquired technology, trademarks, customer relationships and contracts, and others are carried at cost and amortized using the straight-line method over their useful lives ranging from one to ten years. Intangible assets with indefinite lives, which include only goodwill and in-process research and development ("IPR&D"), are recorded at cost and evaluated at least annually for impairment.

Impairment of Long-Lived Assets

The Company reviews long-lived assets, such as property and equipment, and finite-lived intangible assets, for impairment whenever events indicate that the carrying amounts might not be recoverable. Recoverability of property and equipment and finite-lived intangible assets is measured by comparing the projected undiscounted net cash flows associated with those assets to their carrying values. If an asset is considered impaired, it is written down to its fair value, which is determined based on the asset's projected discounted cash flows or appraised value, depending on the nature of the asset. For purposes of recognition of impairment for assets held for use, the Company groups assets and liabilities at the lowest level for which cash flows are separately identifiable.

Impairment of Goodwill

Goodwill represents the excess of the purchase price over the fair value of the net tangible and identifiable intangible assets acquired in each business combination. The Company conducts a goodwill impairment analysis annually at December 31 or more frequently if indicators of impairment exist or if a decision is made to sell or exit a business. Significant judgments are involved in determining if an indicator of impairment has occurred. Such indicators may include deterioration in general economic conditions, negative developments in equity and credit markets, adverse changes in the markets in which an entity operates, increases in input costs that have a negative effect on earnings and cash flows, or a trend of negative or declining cash flows over multiple periods, among others. The fair value that could be realized in an actual transaction may differ from that used to evaluate the impairment of goodwill.

In reviewing goodwill for impairment, the Company has the option to first assess qualitative factors to determine whether the existence of events or circumstances leads to a determination that it is more likely than not (greater than 50%) that the estimated fair value of a reporting unit is less than its carrying amount. The Company also may elect not to perform the qualitative assessment and, instead, proceed directly to the quantitative impairment test. The ultimate outcome of the goodwill impairment review for a reporting unit should be the same whether the Company chooses to perform the qualitative assessment or proceeds directly to the quantitative impairment test. The Company operates as one reporting unit. For the year ended March 31, 2021, the Company elected to perform a qualitative assessment and determined that an impairment was not more likely than not and no further analysis was required.

Income Taxes

The Company provides for income taxes using the asset and liability method, which requires that deferred tax assets and liabilities be recognized for the expected future tax consequences of temporary differences resulting from differing treatment of items for tax and financial reporting purposes, and for operating losses and tax credit carryforwards. In estimating future tax consequences, expected future events are taken into consideration, with the exception of potential tax law or tax rate changes. The Company records a valuation allowance to reduce deferred tax assets to amounts management believes are more likely than not to be realized.

Note 2—Summary of Significant Accounting Policies (Continued)

The Company's assessment of uncertain tax positions requires that management makes estimates and judgments about the application of tax law, the expected resolution of uncertain tax positions and other matters. In the event that uncertain tax positions are resolved for amounts different than the Company's estimates, or the related statutes of limitations expire without the assessment of additional income taxes, the Company will be required to adjust the amounts of the related assets and liabilities in the period in which such events occur. Such adjustments may have a material impact on the Company's income tax provision and its results of operations.

Fair Value of Financial Instruments

The carrying value of certain of the Company's financial instruments, including cash equivalents, accounts receivable and accounts payable approximates their fair value due to their short maturities.

The Company's investment securities portfolio consists of bank time deposits with an original maturity of three months or less and marketable securities (money market and mutual funds) related to a deferred compensation plan.

The Company's trading investments related to the deferred compensation plan are reported at fair value based on quoted market prices. The marketable securities related to the deferred compensation plan are classified as non-current trading investments, as they are intended to fund the deferred compensation plan's long-term liability. Since participants in the deferred compensation plan may select the mutual funds in which their compensation deferrals are invested within the confines of the Rabbi Trust which holds the marketable securities, the Company has designated these marketable securities as trading investments, although there is no intent to actively buy and sell securities with the objective of generating profits on short-term differences in market prices. These securities are recorded at fair value based on quoted market prices. Earnings, gains and losses on trading investments are included in other income (expense), net in the consolidated statements of operations.

The Company also holds non-marketable investments in equity and other securities that are accounted for under the equity method, which are classified as other assets. In addition, the Company has certain investments without readily determinable fair values due to the absence of quoted market prices, the inherent lack of liquidity, and the fact that inputs used to measure fair value are unobservable and require management's judgment. The Company elected the measurement alternative to record these investments at cost and to adjust for impairments and observable price changes resulting from transactions with the same issuer within the statement of operations.

Net Income per Share

Basic net income per share is computed by dividing net income by the weighted average outstanding shares. Diluted net income per share is computed using the weighted average outstanding shares and dilutive share equivalents. Dilutive share equivalents consist of share-based awards, including stock options, purchase rights under employee share purchase plan, and restricted stock units ("RSUs").

The dilutive effect of in-the-money share-based compensation awards is calculated based on the average share price for each fiscal period using the treasury stock method.

Share-Based Compensation Expense

Share-based compensation expense includes compensation expense for share-based awards granted based on the grant date fair value. The grant date fair value for stock options and stock purchase rights is estimated using the Black-Scholes-Merton option-pricing valuation model. The grant date fair value of RSUs which vest upon meeting certain market conditions is estimated using the Monte-Carlo simulation method. The grant date fair value of time-based and performance-based RSUs is calculated based on the market price on the date of grant, reduced by estimated dividend yield prior to vesting. With respect to awards with service conditions only, compensation expense is recognized ratably over the vesting period of the awards. For performance-based RSUs, the Company recognizes the estimated expense using a graded-vesting method over requisite service periods of three years when the performance condition is determined to be probable. The performance period and the service period of the market-based grants of the Company are both approximately three years and the estimated expense is recognized ratably over the service period.

Note 2—Summary of Significant Accounting Policies (Continued)

Product Warranty Accrual

All of the Company's products are covered by warranty to be free from defects in material and workmanship for periods ranging from one year to three years. The warranty period varies by product and by region. The Company's warranty does not provide a service beyond assuring that the product complies with agreed-upon specifications and is not sold separately. The warranty the Company provides qualifies as an assurance warranty and is not treated as a separate performance obligation. The Company estimates cost of product warranties at the time the related revenue is recognized based on historical warranty claim rates, historical costs, and knowledge of specific product failures that are outside of the Company's typical experience. The Company accrues a warranty liability for estimated costs to provide products, parts or services to repair or replace products in satisfaction of the warranty obligation. Each quarter, the Company reevaluates estimates to assess the adequacy of recorded warranty liabilities. When the Company experiences changes in warranty claim activity or costs associated with fulfilling those claims, the warranty liability is adjusted accordingly. If actual product failure rates or repair costs differ from estimates, revisions to the estimated warranty liabilities would be required and could materially affect the Company's results of operations.

Comprehensive Income (Loss)

Comprehensive income (loss) is defined as the total change in shareholders' equity during the period other than from transactions with shareholders. Comprehensive income (loss) consists of net income (loss) and other comprehensive income (loss). Other comprehensive income (loss) is comprised of currency translation adjustments from those entities not using the U.S. Dollar as their functional currency, net deferred gains and losses and prior service costs and credits for defined benefit pension plans, and net deferred gains and losses on hedging activity.

Treasury Shares

The Company periodically repurchases shares in the market at fair value. Shares repurchased are recorded at cost as a reduction of total shareholders' equity. Treasury shares held may be reissued to satisfy the exercise of employee stock options and purchase rights and the vesting of restricted stock units, or may be canceled with shareholder approval. Treasury shares that are reissued are accounted for using the first-in, first-out basis.

Derivative Financial Instruments

The Company enters into foreign exchange forward contracts to reduce the short-term effects of currency fluctuations on certain foreign currency receivables or payables and to hedge against exposure to changes in currency exchange rates related to its subsidiaries' forecasted inventory purchases.

Gains and losses for changes in the fair value of the effective portion of the Company's forward contracts related to forecasted inventory purchases are deferred as a component of accumulated other comprehensive income (loss) until the hedged inventory purchases are sold, at which time the gains or losses are reclassified to cost of goods sold. The Company presents the earnings impact from forward points in the same line item that is used to present the earnings impact of the hedged item, i.e. cost of goods sold, for hedging forecasted inventory purchases.

Gains or losses from changes in the fair value of forward contracts that offset translation losses or gains on foreign currency receivables or payables are recognized immediately and included in other income (expense), net in the consolidated statements of operations.

Restructuring Charges

The Company's restructuring charges consist of employee severance, one-time termination benefits and ongoing benefits related to the reduction of its workforce, and other costs. Liabilities for costs associated with a restructuring activity are measured at fair value and are recognized when the liability is incurred, as opposed to when management commits to a restructuring plan. One-time termination benefits are expensed at the date the entity notifies the employee, unless the employee must provide future service, in which case the benefits are expensed ratably over the future service period. Ongoing benefits are expensed when restructuring activities are probable and the benefit amounts are estimable. Other costs primarily consist of legal, consulting, and other costs related to employee terminations are expensed when incurred. Termination benefits are calculated based on regional benefit practices and local statutory requirements.

Note 2—Summary of Significant Accounting Policies (Continued)***Recent Accounting Pronouncements Adopted***

In June 2016, the FASB issued ASU 2016-13, "Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments" (ASU 2016-13), which was further updated and clarified by the FASB through issuance of additional related ASUs, replaces the incurred-loss impairment methodology and requires immediate recognition of estimated credit losses expected to occur for most financial assets, including trade receivables. The new standard is effective for fiscal years, and interim periods within those fiscal years, beginning after December 15, 2019. The Company adopted this standard effective April 1, 2020, using a modified retrospective approach. Upon adoption, the Company updated its credit loss models to utilize a forward-looking current expected credit losses (CECL) model in place of the incurred loss methodology for financial instruments measured at amortized cost, including accounts receivable. The cumulative effect adjustment from adoption was \$0.6 million to the Company's consolidated financial statements.

In August 2018, the FASB issued ASU 2018-13, "Fair Value Measurement (Topic 820): Disclosure Framework - Changes to the Disclosure Requirements for Fair Value Measurements" (ASU 2018-13), which eliminates, adds and modifies certain disclosure requirements for fair value measurements, including eliminating the requirement to disclose the amount of and reasons for transfers between Level 1 and Level 2 of the fair value hierarchy, and requiring the range and weighted average used to develop significant unobservable inputs for Level 3 fair value measurements. Some of these disclosure changes must be applied prospectively while others retrospectively depending on requirement. The Company adopted this standard effective April 1, 2020. The adoption of ASU 2018-13 did not have a material impact on the Company's consolidated financial statements.

In August 2018, the FASB issued ASU 2018-14, "Compensation - Retirement Benefits - Defined Benefits Plans - General (Subtopic 715-20): Disclosure Framework - Changes to the Disclosure Requirements for Defined Benefit Plans" (ASU 2018-14), which requires that the Company remove various disclosures that no longer are considered cost-beneficial, namely amounts in accumulated other comprehensive income expected to be recognized as components of net periodic benefit cost over the next fiscal year. Further, ASU 2018-14 requires disclosure or clarification of the reasons for significant gains or losses related to changes in the benefit obligation for the period. The Company adopted this standard effective April 1, 2020, using a retrospective approach. The adoption of this guidance modified the disclosures included in "Note 5—Employee Benefit Plans" but did not have a material impact on the Company's consolidated financial statements.

Recent Accounting Pronouncements To Be Adopted

In December 2019, the FASB issued ASU 2019-12, "Income Taxes (Topic 740): Simplifying the Accounting for Income Taxes" (ASU 2019-12), which eliminates certain exceptions for recognizing deferred taxes for investments, performing intraperiod allocation and calculating income taxes in interim periods. This ASU also includes guidance to reduce complexity in certain areas, including recognizing deferred taxes for tax goodwill and allocating taxes to members of a consolidated group. ASU 2019-12 is effective for annual and interim periods in fiscal years beginning after December 15, 2020. Early adoption is permitted. The Company does not expect the adoption of ASU 2019-12 will have a material impact on its consolidated financial statements and plans to adopt the standard effective April 1, 2021.

Note 3—Business Acquisitions

Fiscal Year 2021 Acquisitions

Mevo Acquisition

On February 17, 2021 (the "Mevo Acquisition Date"), the Company acquired all equity interests of Mevo for a total upfront cash consideration of \$33.2 million (as described in the table below), which included a working capital adjustment, plus additional contingent consideration of up to \$17.0 million payable in cash only upon the achievement of certain net revenues for the period beginning on December 26, 2020 and ending on December 31, 2021 (the "Mevo Acquisition").

The Mevo Acquisition is complementary to the Company's PC Webcams portfolio and will better enable us to offer end-to-end solutions for streaming and content creation.

Mevo met the definition of a business, and therefore the acquisition is accounted for using the acquisition method.

The fair value of consideration transferred for the Mevo Acquisition consists of the following (in thousands):

	Consideration
Purchase price (cash)	\$ 33,186
Fair value of contingent consideration (earn-out)	3,430
Fair value of total consideration transferred	<u>\$ 36,616</u>

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the Mevo Acquisition Date (in thousands):

	Estimated Fair Value
Cash and cash equivalents	\$ 418
Accounts receivable	1,125
Inventories, net	1,927
Other current assets	1,245
Fixed assets, net	156
Other long-term assets	968
Intangible assets	11,300
Other identifiable liabilities assumed, net	(3,390)
Net identifiable assets acquired	<u>\$ 13,749</u>
Goodwill	<u>22,867</u>
Net assets acquired	<u>\$ 36,616</u>

Goodwill related to the acquisition is primarily attributable to opportunities and economies of scale from combining the operations and technologies of Logitech and Mevo, and is not deductible for tax purposes.

Note 3—Business Acquisitions (Continued)

The following table summarizes the estimated fair values and estimated useful lives of the components of identifiable intangible assets acquired as of the Mevo Acquisition Date (Dollars in thousands):

	Fair Value	Estimated Useful Life (years)
Developed technology	\$ 10,400	5.0
Customer relationships	400	1.0
Trade name	500	2.0
Total identifiable intangible assets acquired	<u>\$ 11,300</u>	

Intangible assets acquired as a result of the Mevo Acquisition are being amortized over their estimated useful lives using the straight-line method of amortization, which materially approximates the distribution of the economic value of the identified intangible assets. Amortization of acquired developed technology of \$0.2 million during the year ended March 31, 2021 is included in "amortization of intangible assets and purchase accounting effect of inventory" in the consolidated statements of operations. Amortization of the acquired customer relationships and trade name of \$0.05 million during the year ended March 31, 2021 is included in "Amortization of intangible assets and acquisition-related costs" in the consolidated statements of operations.

Developed technology relates to Mevo's existing camera hardware with in-app software for live streaming and video conferencing software platform. The economic useful life was determined based on the technology cycle related to developed technology of the hardware and software components, as well as the cash flows anticipated over the forecasted periods and industry benchmarks.

Customer relationships represent the fair value of the underlying relationships with Mevo customers. The economic useful life was determined based on the estimated costs to recreate the customer relationships and industry benchmarks.

Trade name relates to the "Mevo" trade name. The economic useful life was determined based on the expected life of the trade name and the cash flows anticipated over the forecasted periods.

The fair value of developed technology was estimated using the relief-from-royalty method, an income approach (Level 3) which estimates the cost savings that accrue to the owner of the intangible assets that would otherwise be payable as royalties or license fees on revenues earned through the use of the asset. A royalty rate is applied to the projected revenues associated with the intangible assets to determine the amount of savings, which is then discounted to determine the fair value. Developed technology was valued using the royalty rate of 10% and was discounted at a rate of 13%.

The Company believes the fair values of acquired intangible assets recorded above represents their fair values and approximates the amounts a market participant would pay for these intangible assets as of the Mevo Acquisition Date.

The Company included Mevo's estimated fair value of assets acquired and liabilities assumed in its consolidated financial statements beginning on the Mevo Acquisition Date. The results of operations for Mevo subsequent to the Mevo Acquisition Date have been included in, but are not material to, the Company's consolidated statements of operations for the year ended March 31, 2021. Mevo contributed less than 1% of the Company's net sales for the year.

On January 4, 2021, the Company made an immaterial technology acquisition for a total cash consideration of \$11.0 million, including \$3.0 million earn-out payable in cash upon the achievement of two technical development milestones required to be completed for periods ending December 31, 2021 and March 31, 2022, which was accounted for using the acquisition method. The Company retained 9% of the total consideration for the purpose of ensuring seller's representations and warranties.

Note 3—Business Acquisitions (Continued)

On February 11, 2021, the Company made an immaterial technology acquisition for a total cash consideration of \$3.5 million, which was accounted for as an asset acquisition. The Company retained 10% of the total consideration for the purpose of ensuring seller's representations and warranties.

Fiscal Year 2020 Acquisitions***Streamlabs Acquisition***

On October 31, 2019 (the "Streamlabs Acquisition Date"), the Company acquired all equity interests of Streamlabs for a total consideration of \$105.7 million (as described in the table below), which included a working capital adjustment, plus additional contingent consideration of \$29.0 million payable in stock only upon the achievement of certain net revenues for the period beginning on January 1, 2020 and ending on June 30, 2020 (the "Streamlabs Acquisition").

Streamlabs is a leading provider of software and tools for professional streamers. The Streamlabs Acquisition is complementary to the Company's Gaming portfolio.

Streamlabs met the definition of a business, and therefore the acquisition is accounted for using the acquisition method.

The fair value of consideration transferred for the Streamlabs Acquisition consists of the following (in thousands):

	Consideration
Purchase price (cash)	\$ 105,645
Fair value of contingent consideration (earn-out)	\$ 37
Fair value of total consideration transferred	<u>\$ 105,682</u>

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the Streamlabs Acquisition Date, and the value of goodwill resulting from the measurement period adjustments in the three months ending March 31, 2020 (in thousands):

	Estimated Fair Value
Cash and cash equivalents	\$ 17,014
Intangible assets	\$ 37,000
Other identifiable liabilities assumed, net	<u>\$ (3,701)</u>
Net identifiable assets acquired	50,313
Contingent consideration (earn-out)	\$ (37)
Goodwill	\$ 55,406
Net assets acquired	<u>\$ 105,682</u>

Goodwill related to the acquisition is primarily attributable to opportunities and economies of scale from combining the operations and technologies of Logitech and Streamlabs, and is not deductible for tax purposes.

Note 3—Business Acquisitions (Continued)

The following table summarizes the estimated fair values and estimated useful lives of the components of identifiable intangible assets acquired as of the Streamlabs Acquisition Date (Dollars in thousands):

	Fair Value	Estimated Useful Life (years)
Developed technology	\$ 21,800	6.0
Customer relationships	6,000	2.0
Trade name	9,200	8.0
Total identifiable intangible assets acquired	<u>\$ 37,000</u>	

Intangible assets acquired as a result of the Streamlabs Acquisition are being amortized over their estimated useful lives using the straight-line method of amortization, which materially approximates the distribution of the economic value of the identified intangible assets. Amortization of acquired developed technology of \$3.6 million, and \$1.5 million during the years ended March 31, 2021 and 2020, respectively, is included in "amortization of intangible assets and purchase accounting effect of inventory" in the consolidated statements of operations. Amortization of the acquired customer relationships and trade name of \$4.1 million and \$1.7 million during the years ended March 31, 2021 and 2020 is included in "Amortization of intangible assets and acquisition-related costs" in the consolidated statements of operations.

Developed technology relates to the software platform which existing Streamlabs services are provided on. The economic useful life was determined based on the technology cycle related to developed technology of the software platform, as well as the cash flows anticipated over the forecasted periods.

Customer relationships represent the fair value of future projected revenue that will be derived from sales to existing customers of Streamlabs. The economic useful life was determined based on historical customer turnover rates and industry benchmarks.

Trade name relates to the "Streamlabs" trade name. The economic useful life was determined based on the expected life of the trade name and the cash flows anticipated over the forecasted periods.

The fair value of developed technology was estimated using the excess earnings method, an income approach (Level 3), which converts projected revenues and costs into cash flows. To reflect the fact that certain other assets contributed to the cash flows generated, the returns for these contributory assets were removed to arrive at estimated cash flows solely attributable to the developed technology, which were discounted at a rate of 25%.

The fair value of trade name was estimated using the relief-from-royalty method, an income approach (Level 3), which estimates the cost savings that accrue to the owner of the intangible assets that would otherwise be payable as royalties or license fees on revenues earned through the use of the asset. A royalty rate is applied to the projected revenues associated with the intangible assets to determine the amount of savings, which is then discounted to determine the fair value. Trade name was valued using royalty rate of 5% and was discounted at a rate of 25%.

The fair value of customer relationships was estimated primarily using the with and without scenario, a discounted cash flow method (Level 3). Under this method, the Company calculated the present value of the after-tax cash flows expected to be generated by the business with and without the customer relationships using a discount rate of 20%. The without scenario incorporates lost revenue and lost profits over the period necessary to retain the asset.

The Company believes the fair values of acquired intangible assets recorded above represents their fair values and approximates the amounts a market participant would pay for these intangible assets as of the Streamlabs Acquisition Date.

Note 3—Business Acquisitions (Continued)

The Company included Streamlabs' estimated fair value of assets acquired and liabilities assumed in its consolidated financial statements beginning on the Streamlabs Acquisition Date. The results of operations for Streamlabs subsequent to the Streamlabs Acquisition Date have been included in, but are not material to, the Company's consolidated statements of operations in fiscal year 2020.

On October 31, 2019, the Company also made an immaterial technology acquisition for a total cash consideration of \$3.6 million, which was accounted for using the acquisition method. The Company retained 10% of the total consideration for the purpose of ensuring seller's representations and warranties.

Acquisition-related costs and pro forma results of operations

The Company incurred acquisition-related costs of approximately \$0.6 million, \$1.5 million and \$1.7 million, in aggregate, for the years ended March 31, 2021, 2020 and 2019, respectively. The acquisition-related costs are included in "Amortization of intangible assets and acquisition-related costs" in the consolidated statements of operations.

Pro forma results of operations for acquisitions completed in fiscal year 2021 and 2020 have not been presented because the effects of these acquisitions are not material to the consolidated statements of operations individually or in aggregate for each year.

Note 4—Net Income per Share

The computations of basic and diluted net income per share for the Company were as follows (in thousands except per share amounts):

	Years Ended March 31,		
	2021	2020	2019
Net Income	\$ 947,257	\$ 449,723	\$ 257,573
Shares used in net income per share computation:			
Weighted average shares outstanding - basic	168,523	166,837	165,609
Effect of potentially dilutive equivalent shares	3,252	2,544	3,356
Weighted average shares outstanding - diluted	<u>171,775</u>	<u>169,381</u>	<u>168,965</u>
Net income per share:			
Basic	\$ 5.62	\$ 2.70	\$ 1.56
Diluted	<u>\$ 5.51</u>	<u>\$ 2.66</u>	<u>\$ 1.52</u>

Share equivalents attributable to outstanding stock options, RSUs and employee share purchase plan ("ESPP") totaling 0.1 million, 1.7 million, and 1.8 million shares, respectively, during fiscal years 2021, 2020 and 2019 were excluded from the calculation of diluted net income per share because the combined exercise price and average unamortized grant date fair value of these options and ESPP or vesting of RSUs were greater than the average market price of the Company's shares during the periods presented herein, and therefore their inclusion would have been anti-dilutive. Except for fiscal year 2021, performance-based awards in the periods presented were excluded because all necessary conditions have not been satisfied by the end of the respective period, and those shares were not issuable if the end of the reporting period were the end of the contingency period.

Note 5—Employee Benefit Plans

Employee Share Purchase Plans and Stock Incentive Plans

As of March 31, 2021, the Company offers the 2006 Employee Share Purchase Plan, as amended and restated (Non-U.S.) ("2006 ESPP"), the 1996 Employee Share Purchase Plan (U.S.), as amended and restated ("1996 ESPP"), the 2006 Stock Incentive Plan ("2006 Plan") as amended and restated and the 2012 Stock Inducement Equity Plan ("2012 Plan"). Shares issued to employees as a result of purchases or exercises under these plans are generally issued from shares held in treasury stock.

The following table summarizes share-based compensation expense and total income tax benefit recognized for fiscal years 2021, 2020 and 2019 (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Cost of goods sold	\$ 6,438	\$ 4,852	\$ 3,812
Marketing and selling	36,788	26,835	20,630
Research and development	14,179	9,273	7,368
General and administrative	28,614	13,910	18,455
Total share-based compensation expense	86,019	54,870	50,265
Income tax benefit	(19,472)	(14,109)	(17,091)
Total share-based compensation expense, net of income tax benefit	\$ 66,547	\$ 40,761	\$ 33,174

As of March 31, 2021, 2020 and 2019, the balance of capitalized stock-based compensation included in inventory was \$1.1 million, \$0.9 million, and \$0.9 million, respectively.

The following table summarizes total unamortized share-based compensation expense and the remaining period over which such expense is expected to be recognized, on a weighted-average basis by type of grant (in thousands, except number of months):

	March 31, 2021	
	Unamortized Expense	Remaining Months
ESPP	\$ 2,636	4
Stock Options	2,104	12
Time-based RSUs	84,143	24
Market-based and performance-based RSUs	34,816	22
Total unamortized share-based compensation expense	\$ 123,699	

Under the 1996 ESPP and 2006 ESPP plans, eligible employees may purchase shares at the lower of 85% of the fair market value at the beginning or the end of each offering period, which is generally six months. Subject to continued participation in these plans, purchase agreements are automatically executed at the end of each offering period. An aggregate of 29.0 million shares were reserved for issuance under the 1996 and 2006 ESPP plans. As of March 31, 2021, a total of 4.7 million shares were available for new awards under these plans.

The 2006 Plan provides for the grant to eligible employees and non-employee directors of stock options, stock appreciation rights, restricted stock and RSUs. Awards under the 2006 Plan may be conditioned on continued employment, the passage of time or the satisfaction of performance and market vesting criteria. The 2006 Plan, as amended, has no expiration date. All stock options under this plan have terms not exceeding ten years and are issued at exercise prices not less than the fair market value on the date of grant. An aggregate of 30.6 million shares were reserved for issuance under the 2006 Plan. As of March 31, 2021, a total of 7.8 million shares were available for new awards under this plan.

Note 5—Employee Benefit Plans (Continued)

Time-based RSUs granted to employees under the 2006 Plan generally vest in four equal annual installments on the grant date anniversary. Time-based RSUs granted to non-executive board members under the 2006 Plan vest on the grant date anniversary, or if earlier and only if the non-executive board member is not re-elected as a director at such annual general meeting, the date of the next annual general meeting following the grant date.

In fiscal years 2021, 2020 and 2019, the Company granted RSUs with both performance and market conditions, which vest at the end of the three-year performance period upon meeting predetermined financial metrics over three years, with the number of shares to be received upon vesting determined based on weighted average constant currency revenue growth rate and the Company's Total Shareholder Return relative to the performance of companies in the Russell 3000 Index for fiscal year 2021 and NASDAQ-100 Index for fiscal years 2020 and 2019 over the same three years period. The Company presents shares granted and vested at 100 percent of the target of the number of stock units that may potentially vest. The aggregate fair value of shares that actually vested during the year is based on the actual number of stock units vested during the year based on the achievement of the financial metrics over the performance period.

Under the 2012 Plan, stock options and RSUs may be granted to eligible employees to serve as an inducement to enter into employment with the Company. Awards under the 2012 Plan may be conditioned on continued employment, the passage of time or the satisfaction of market stock performance criteria, based on individually written employment offer letter. The 2012 Plan has an expiration date of March 28, 2022. An aggregate of 1.8 million shares were reserved for issuance under the 2012 Plan. As of March 31, 2021, no shares were available for new awards under this plan.

The estimates of share-based compensation expense require a number of complex and subjective assumptions including stock price volatility, employee exercise patterns, probability of achievement of the set performance condition, dividend yield, related tax effects and the selection of an appropriate fair value model.

The grant date fair value of the awards using the Black-Scholes-Merton option-pricing valuation model and Monte-Carlo simulation method is determined with the following assumptions and values:

	Stock Options			Employee Stock Purchase Plans		
	Years Ended March 31,			Years Ended March 31,		
	2021	2020	2019	2021	2020	2019
Dividend yield	*	*	1.72 %	1.04 %	1.74 %	1.73 %
Risk-free interest rate	*	*	2.45 %	0.10 %	1.81 %	2.35 %
Expected volatility	*	*	33 %	47 %	24 %	31 %
Expected life (years)	*	*	6.2	0.5	0.5	0.5
Weighted average grant date fair value per share	*	*	\$11.55	\$ 24.67	\$ 9.35	\$ 9.33

* Not applicable as no stock options were granted in the period.

RSUs with Market Conditions	Years Ended March 31,		
	2021	2020	2019
Dividend yield	1.24 %	1.76 %	1.59 %
Risk-free interest rate	0.21 %	2.11 %	2.51 %
Expected volatility	31 %	30 %	30 %
Expected life (years)	3.0	3.0	3.0

Note 5—Employee Benefit Plans (Continued)

The dividend yield assumption is based on the Company's history and future expectations of dividend payouts. The unvested RSUs or unexercised options are not eligible for these dividends. The expected life is based on the purchase offerings periods expected to remain outstanding for employee stock purchase plan, or the performance period for RSUs with market conditions. The expected life for stock options is based on historical settlement rates, which the Company believes are most representative of future exercise and post-vesting termination behaviors. Expected volatility is based on historical volatility using the Company's daily closing prices, or including the volatility of components of the NASDAQ 100 index or the Russell 3000 Index for market-based RSUs, over the expected life. The Company considers the historical price volatility of its shares as most representative of future volatility. The risk-free interest rate assumptions are based upon the implied yield of U.S. Treasury zero-coupon issues appropriate for the expected life of the Company's share-based awards.

For RSUs with performance conditions, the Company estimates the probability and timing of the achievement of the set performance condition at the time of the grant based on the historical financial performance and the financial forecast in the remaining performance period and reassesses the probability in subsequent periods when actual results or new information become available.

A summary of the Company's stock option activities under all stock plans for fiscal years 2021, 2020 and 2019 is as follows:

	Number of Shares	Weighted- Average Exercise Price	Weighted- Average Remaining Contractual Term	Aggregate Intrinsic Value
	(In thousands)		(Years)	(In thousands)
Outstanding, March 31, 2018	2,040			
Granted	649			
Exercised	(82)			\$ 1,707
Canceled or expired	—			
Outstanding, March 31, 2019	2,607			
Granted	—			
Exercised	(573)			\$ 19,339
Canceled or expired	(65)			
Outstanding, March 31, 2020	1,969	\$ 22		
Granted	—			
Exercised	(1,347)	\$ 17		\$ 68,596
Canceled or expired	—	\$ —		
Outstanding, March 31, 2021	622	\$ 34	7.1	\$ 43,625
Vested and exercisable, March 31, 2021	330	\$ 30	6.3	\$ 24,452

As of March 31, 2021, the exercise price of outstanding options ranged from \$8 to \$41 per share option.

The tax benefit realized for the tax deduction from options exercised during fiscal years 2021, 2020 and 2019 was \$0.6 million, \$0.1 million and \$0.2 million, respectively.

Note 5—Employee Benefit Plans (Continued)

A summary of the Company's time-based, market-based and performance-based RSU activities for fiscal years 2021, 2020 and 2019 is as follows:

	Number of Shares	Weighted- Average Grant Date Fair Value	Weighted- Average Remaining Vesting Period	Aggregate Fair Value
	(In thousands)		(Years)	(In thousands)
Outstanding, March 31, 2018	5,221	\$ 20		
Granted—time-based	1,290	\$ 40		
Granted—market and performance-based	381	\$ 39		
Vested	(2,148)			\$ 89,159
Canceled or expired	(323)			
Outstanding, March 31, 2019	4,421	\$ 29		
Granted—time-based	1,431	\$ 38		
Granted—market and performance-based	365	\$ 40		
Vested	(1,705)			\$ 76,389
Canceled or expired	(561)			
Outstanding, March 31, 2020	3,951	\$ 36		
Granted—time-based	1,046	\$ 60		
Granted—market and performance-based	303	\$ 67		
Vested	(1,444)	\$ 31		\$ 168,816
Canceled or expired	(213)	\$ 42		
Outstanding, March 31, 2021	3,643	\$ 45	1.2	\$ 379,031

The RSUs outstanding as of March 31, 2021 above include 0.9 million shares with both market-based and performance-based vesting conditions.

The tax benefit realized for the tax deduction from RSUs that vested during fiscal years 2021, 2020 and 2019 was \$16.3 million, \$12.1 million and \$16.2 million, respectively.

Defined Contribution Plans

Certain of the Company's subsidiaries have defined contribution employee benefit plans covering all or a portion of their employees. Contributions to these plans are discretionary for certain plans and are based on specified or statutory requirements for others. The charges to expense for these plans for fiscal years 2021, 2020 and 2019, were \$10.6 million, \$8.6 million and \$8.7 million, respectively.

Defined Benefit Plans

Certain of the Company's subsidiaries sponsor defined benefit pension plans or non-retirement post-employment benefits covering substantially all of their employees. Benefits are provided based on employees' years of service and earnings, or in accordance with applicable employee benefit regulations. The Company's practice is to fund amounts sufficient to meet the requirements set forth in the applicable employee benefit and tax regulations.

The Company recognizes the overfunded or underfunded status of defined benefit pension plans and non-retirement post-employment benefit obligations as an asset or liability in its consolidated balance sheets and recognizes changes in the funded status of defined benefit pension plans in the year in which the changes occur through accumulated other comprehensive income (loss), which is a component of shareholders' equity. Each plan's assets and benefit obligations are remeasured as of March 31 each year.

Note 5—Employee Benefit Plans (Continued)

The net periodic benefit cost of the defined benefit pension plans and the non-retirement post-employment benefit obligations for fiscal years 2021, 2020 and 2019 was as follows (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Service costs	\$ 12,121	\$ 11,008	\$ 10,564
Interest costs	1,047	1,055	1,301
Expected return on plan assets	(2,535)	(2,616)	(2,167)
Amortization:			
Net prior service credit recognized	(467)	(435)	(443)
Net actuarial loss recognized	2,144	1,386	450
Settlement	—	(97)	(97)
Total net periodic benefit cost	<u>\$ 12,310</u>	<u>\$ 10,301</u>	<u>\$ 9,608</u>

The components of net periodic benefit cost other than the service costs component are included in the line “other income (expense), net” in the consolidated statements of operations.

The changes in projected benefit obligations for fiscal years 2021 and 2020 were as follows (in thousands):

	Years Ended March 31,	
	2021	2020
Projected benefit obligations, beginning of the year	\$ 160,914	\$ 143,662
Service costs	12,121	11,008
Interest costs	1,047	1,055
Plan participant contributions	4,733	3,733
Actuarial gains	15,762	2,246
Benefits paid	(3,947)	(8,778)
Transfer of prior vested benefits	7,556	5,271
Plan amendment related to statutory change	—	—
Settlement	—	(941)
Administrative expense paid	(130)	(141)
Currency exchange rate changes and other	4,292	3,799
Projected benefit obligations, end of the year	<u>\$ 202,348</u>	<u>\$ 160,914</u>

The accumulated benefit obligation for all defined benefit pension plans as of March 31, 2021 and 2020 was \$171.2 million and \$135.0 million, respectively.

Note 5—Employee Benefit Plans (Continued)

The following table presents the changes in the fair value of defined benefit pension plan assets for fiscal years 2021 and 2020 (in thousands):

	Years Ended March 31,	
	2021	2020
Fair value of plan assets, beginning of the year	\$ 98,010	\$ 90,365
Actual return on plan assets	11,706	(830)
Employer contributions	8,064	6,531
Plan participant contributions	4,733	3,733
Benefits paid	(3,947)	(8,778)
Transfer of prior vested benefits	7,556	5,271
Settlement	—	(941)
Administrative expenses paid	(130)	(141)
Currency exchange rate changes	2,069	2,800
Fair value of plan assets, end of the year	<u>\$ 128,061</u>	<u>\$ 98,010</u>

The Company's investment objectives are to ensure that the assets of its defined benefit plans are invested to provide an optimal rate of investment return on the total investment portfolio, consistent with the assumption of a reasonable risk level, and to ensure that pension funds are available to meet the plans' benefit obligations as they become due. The Company believes that a well-diversified investment portfolio will result in the highest attainable investment return with an acceptable level of overall risk. Investment strategies and allocation decisions are also governed by applicable governmental regulatory agencies. The Company's investment strategy with respect to its largest defined benefit plan, which is available only to Swiss employees, is to invest per the following allocation: 33% in equities, 34% in bonds, 28% in real estate, 2% in cash and cash equivalents and the remaining in other investments. The Company also can invest in real estate funds, commodity funds, and hedge funds depending upon economic conditions.

The following tables present the fair value of the defined benefit pension plan assets by major categories and by levels within the fair value hierarchy as of March 31, 2021 and 2020 (in thousands):

	March 31,					
	2021			2020		
	Level 1	Level 2	Total	Level 1	Level 2	Total
Cash and cash equivalents	\$ 21,715	\$ —	\$ 21,715	\$ 14,213	\$ —	\$ 14,213
Equity securities	38,437	—	38,437	28,329	—	28,329
Debt securities	31,034	—	31,034	26,605	—	26,605
Swiss real estate funds	20,802	8,341	29,143	16,476	8,168	24,644
Hedge funds	—	2,730	2,730	—	1,882	1,882
Other	4,704	298	5,002	2,084	253	2,337
Total fair value of plan assets	<u>\$ 116,692</u>	<u>\$ 11,369</u>	<u>\$ 128,061</u>	<u>\$ 87,707</u>	<u>\$ 10,303</u>	<u>\$ 98,010</u>

The funded status of the plans was as follows (in thousands):

	Years Ended March 31,	
	2021	2020
Fair value of plan assets	\$ 128,061	\$ 98,010
Less: projected benefit obligations	202,348	160,914
Underfunded status	<u>\$ (74,287)</u>	<u>\$ (62,904)</u>

Note 5—Employee Benefit Plans (Continued)

Amounts recognized on the balance sheet for the plans were as follows (in thousands):

	March 31,	
	2021	2020
Current liabilities	\$ 2,738	\$ 2,126
Non-current liabilities	71,549	60,778
Total liabilities	<u>\$ 74,287</u>	<u>\$ 62,904</u>

Amounts recognized in accumulated other comprehensive loss related to defined benefit pension plans were as follows (in thousands):

	March 31,		
	2021	2020	2019
Net prior service credits	\$ 3,263	\$ 3,647	\$ 3,965
Net actuarial loss	(27,553)	(22,722)	(17,630)
Accumulated other comprehensive loss	(24,290)	(19,075)	(13,665)
Deferred taxes	1,090	(941)	(267)
Accumulated other comprehensive loss, net of tax	<u>\$ (23,200)</u>	<u>\$ (20,016)</u>	<u>\$ (13,932)</u>

The following table presents the amounts included in accumulated other comprehensive loss as of March 31, 2021, which are expected to be recognized as a component of net periodic benefit cost in fiscal year 2022 (in thousands):

	Year Ended March 31, 2021
Amortization of net prior service credits	\$ (453)
Amortization of net actuarial loss	1,277
Total	<u>\$ 824</u>

The actuarial assumptions for the defined benefit plans for fiscal years 2021 and 2020 were as follows:

	Years Ended March 31,	
	2021	2020
Benefit Obligations:		
Discount rate	0.25% - 6%	0.50% - 6.75%
Estimated rate of compensation increase	2.00% - 10.00%	2.25% - 10.00%
Cash Balance Interest Credit Rate	0.00% - 1.75%	0.00% - 1.75%
Periodic Costs:		
Discount rate	0.50% - 6.75%	0.55% - 7.25%
Estimated rate of compensation increase	2.25% - 10.00%	2.50% - 10.00%
Expected average rate of return on plan assets	1% - 2.50%	0.89% - 3.00%
Cash Balance Interest Credit Rate	0.00% - 1.75%	1.75% - 2.00%

The discount rate is estimated based on corporate bond yields or securities of similar quality in the respective country, with a duration approximating the period over which the benefit obligations are expected to be paid. The Company bases the compensation increase assumptions on historical experience and future expectations. The expected average rate of return for the Company's defined benefit pension plans represents the average rate of return expected to be earned on plan assets over the period that the benefit obligations are expected to be paid, based on government bond notes in the respective country, adjusted for corporate risk premiums as appropriate.

Note 5—Employee Benefit Plans (Continued)

The following table reflects the benefit payments that the Company expects the plans to pay in the periods noted (in thousands):

Years Ending March 31,	
2022	\$ 10,527
2023	10,177
2024	10,632
2025	11,157
2026	10,248
2027-2031	54,209
Total expected benefit payments by the plan	<u>\$ 106,950</u>

The Company expects to contribute \$6.7 million to its defined benefit pension plans during fiscal year 2022.

Deferred Compensation Plan

One of the Company's subsidiaries offers a deferred compensation plan that permits eligible employees to make 100% vested salary and incentive compensation deferrals within established limits. The Company does not make contributions to the plan.

The deferred compensation plan's assets consist of marketable securities and are included in other assets on the consolidated balance sheets. The marketable securities are classified as trading investments and were recorded at a fair value of \$24.8 million and \$20.1 million as of March 31, 2021 and 2020, respectively, based on quoted market prices. The Company also had \$24.8 million and \$20.1 million in deferred compensation liability as of March 31, 2021 and 2020, respectively. Earnings, gains and losses on trading investments are included in other income (expense), net and corresponding changes in deferred compensation liability are included in operating expenses and cost of goods sold.

Note 6—Other Income (Expense), net

Other income (expense), net comprises of the following (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Investment income (loss) related to the deferred compensation plan	\$ 5,916	\$ (831)	\$ 664
Currency exchange loss, net	(2,688)	(909)	(3,608)
Gain (Loss) on investments, net	(5,910)	39,011	816
Other	893	941	1,692
Other income (expense), net	<u>\$ (1,789)</u>	<u>\$ 38,212</u>	<u>\$ (436)</u>

Gain (Loss) on investments, net, represents realized gain (loss) on sales of investments, unrealized gain (loss) from the change in fair value of available-for-sale securities and gain (loss) on equity-method investments during the periods presented.

In fiscal year 2021, the loss on investments is mostly related to losses recognized from the Company's equity method investments. On March 2, 2020, the Company sold its \$5.5 million investment, in a privately held company, for proceeds with a total fair value of \$45.3 million consisting of cash, a subordinated note and an equity interest in another privately held company. As a result, the Company recognized a gain of \$39.8 million related to the sale of this investment in fiscal year 2020.

Note 6—Other Income (Expense), net (Continued)

The components of net periodic benefit cost other than the service cost component, which is included in "operating expenses" in the consolidated statements of operations, for the years ended March 31, 2021, 2020 and 2019 are included in the line "Other" above as a result of adopting ASU 2017-07, "Compensation - Retirement Benefits (Topic 715): Improving the Presentation of Net Periodic Pension Cost and Net Periodic Postretirement Benefit Cost" (ASU 2017-07), effective April 1, 2018.

Note 7—Income Taxes

The Company is incorporated in Switzerland but operates in various countries with differing tax laws and rates. Further, a portion of the Company's income (loss) before taxes and the provision for (benefit from) income taxes is generated outside of Switzerland.

Income from continuing operations before income taxes for fiscal years 2021, 2020 and 2019 is summarized as follows (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Swiss	\$ 984,185	\$ 238,303	\$ 212,986
Non-Swiss	163,935	86,023	58,147
Income before taxes	<u>\$ 1,148,120</u>	<u>\$ 324,326</u>	<u>\$ 271,133</u>

The provision for (benefit from) income taxes is summarized as follows (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Current:			
Swiss	\$ 121,199	\$ 5,474	\$ 1,364
Non-Swiss	45,056	29,078	24,334
Deferred:			
Swiss	31,558	(153,210)	—
Non-Swiss	3,050	(6,739)	(12,138)
Provision for (benefit from) income taxes	<u>\$ 200,863</u>	<u>\$ (125,397)</u>	<u>\$ 13,560</u>

The difference between the provision for (benefit from) income taxes and the expected tax provision (tax benefit) at the statutory income tax rate of 8.5% is reconciled below (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Expected tax provision at statutory income tax rates	\$ 97,590	\$ 27,568	\$ 23,046
Income taxes at different rates	88,760	(5,592)	(10,113)
Research and development tax credits	(3,844)	(4,692)	(5,432)
Executive compensation	4,821	1,582	3,344
Stock-based compensation	(3,161)	(2,735)	(7,288)
Deferred tax effects from TRAF	1,944	(206,792)	—
Valuation allowance	(247)	(538)	1,891
Restructuring charges / (credits)	(5)	12	961
Unrecognized tax benefits	15,978	64,683	8,269
Other, net	(973)	1,107	(1,118)
Provision for (benefit from) income taxes	<u>\$ 200,863</u>	<u>\$ (125,397)</u>	<u>\$ 13,560</u>

Note 7—Income Taxes (Continued)

Deferred income tax assets and liabilities consist of the following (in thousands):

	March 31,	
	2021	2020
Deferred tax assets:		
Tax attributes carryforward	\$ 42,482	\$ 73,975
Accruals	79,884	57,923
Depreciation and amortization	1,628	4,831
Tax step-up of goodwill from TRAF	134,122	151,220
Share-based compensation	12,784	10,947
Gross deferred tax assets	270,900	298,896
Valuation allowance	(28,926)	(29,171)
Deferred tax assets after valuation allowance	241,974	269,725
Deferred tax liabilities:		
Acquired intangible assets and other	(32,789)	(31,128)
Deferred tax liabilities	(32,789)	(31,128)
Deferred tax assets, net	\$ 209,185	\$ 238,597

Included in tax attributes carryforward above are net operating loss and tax credit carryforwards.

The canton of Vaud enacted TRAF, a major reform to better align the Swiss tax system with international tax standards, on March 10, 2020 that took effect as of January 1, 2020. The longstanding tax ruling from the canton of Vaud was applicable through December 31, 2019.

Management regularly assesses the ability to realize deferred tax assets recorded in the Company's entities based upon the weight of available evidence, including such factors as recent earnings history and expected future taxable income. In the event that the Company changes its determination as to the amount of deferred tax assets that can be realized, the Company will adjust its valuation allowance with a corresponding impact to the provision for income taxes in the period in which such determination is made.

The Company had a valuation allowance against deferred tax assets of \$28.9 million at March 31, 2021, compared to \$29.2 million at March 31, 2020. The federal valuation allowance against tax credits in the amount of \$0.9 million as of March 31, 2020 was released entirely as of March 31, 2021 due to sufficient taxable income available to utilize these credits. The Company had a valuation allowance of \$28.5 million as of March 31, 2021 against deferred tax assets in the state of California, an increase from \$27.7 million as of March 31, 2020 from activities during the year. The remaining valuation allowance primarily represents \$0.4 million for various tax attribute carryforwards. The Company determined that it is more likely than not that the Company would not generate sufficient taxable income in the future to utilize such deferred tax assets.

As of March 31, 2021, the Company had foreign net operating loss and tax credit carryforwards for income tax purposes of \$173.1 million and \$67.5 million, respectively. Unused net operating loss carryforwards will expire at various dates in fiscal years 2021 to 2039. Certain net operating loss carryforwards in the United States relate to acquisitions and, as a result, are limited in the amount that can be utilized in any one year. The tax credit carryforwards will begin to expire in fiscal year 2022.

Swiss income taxes and non-Swiss withholding taxes associated with the repatriation of earnings or for other temporary differences related to investments in non-Swiss subsidiaries have not been provided for, as the Company intends to reinvest the earnings of such subsidiaries indefinitely. If these earnings were distributed to Switzerland in the form of dividends or otherwise, or if the shares of the relevant non-Swiss subsidiaries were sold or otherwise transferred, the Company may be subject to additional Swiss income taxes and non-Swiss withholding taxes. As of March 31, 2021, the cumulative amount of unremitted earnings of non-Swiss subsidiaries for which no income taxes have been provided is approximately \$153.1 million. The amount of unrecognized deferred income tax liability related to these earnings is estimated to be approximately \$2.1 million.

Note 7—Income Taxes (Continued)

The Company follows a two-step approach in recognizing and measuring uncertain tax positions. The first step is to evaluate the tax position for recognition by determining if the weight of available evidence indicates that it is more likely than not that the position will be sustained on audit, including resolution of related appeals or litigation processes, if any. The second step is to measure the tax benefit as the largest amount that is more than 50% likely of being realized upon ultimate settlement.

As of March 31, 2021 and 2020, the total amount of unrecognized tax benefits due to uncertain tax positions was \$160.3 million and \$140.8 million, respectively, all of which would affect the effective income tax rate if recognized.

As of March 31, 2021 and 2020, the Company had \$59.2 million and \$40.8 million, respectively, in non-current income taxes payable, including interest and penalties, related to the Company's income tax liability for uncertain tax positions.

The aggregate changes in gross unrecognized tax benefits in fiscal years 2021, 2020 and 2019 were as follows (in thousands).

March 31, 2018	\$	69,131
Lapse of statute of limitations		(2,511)
Decreases in balances related to tax positions taken during prior years		(1,550)
Increases in balances related to tax positions taken during the year		11,479
March 31, 2019	\$	76,549
Lapse of statute of limitations		(3,501)
Decreases in balances related to tax positions taken during prior years		(679)
Increases in balances related to tax positions taken during the year		71,128
March 31, 2020	\$	143,497
Lapse of statute of limitations		(4,024)
Decreases in balances related to tax positions taken during prior years		—
Increases in balances related to tax positions taken during the year		23,780
March 31, 2021	\$	163,253

Fiscal year 2020 includes gross unrecognized tax benefits recorded as a result of the enactment of TRAF in Switzerland:

The Company recognizes interest and penalties related to unrecognized tax positions in income tax expense. The Company recognized \$1.1 million, \$2.0 million, and \$0.6 million in interest and penalties in income tax expense during fiscal years 2021, 2020 and 2019, respectively. As of March 31, 2021 and 2020, the Company had \$4.9 million, and \$4.5 million, respectively, of accrued interest and penalties related to uncertain tax positions.

The Company files Swiss and foreign tax returns. The Company received final tax assessments in Switzerland through fiscal year 2018. For other foreign jurisdictions such as the United States, the Company is generally not subject to tax examinations for years prior to fiscal year 2018. The Company is under examination and has received assessment notices in foreign tax jurisdictions. If the examinations are resolved unfavorably, there is a possibility they may have a material negative impact on its results of operations.

Although the Company has adequately provided for uncertain tax positions, the provisions on these positions may change as revised estimates are made or the underlying matters are settled or otherwise resolved. During the next 12 months, it is reasonably possible that the amount of unrecognized tax benefits could increase or decrease significantly due to changes in tax law in various jurisdictions, new tax audits and changes in the U.S. Dollar as compared to other currencies. Excluding these factors, uncertain tax positions may decrease by as much as \$4.6 million primarily from the lapse of the statutes of limitations in various jurisdictions during the next 12 months.

Note 8—Balance Sheet Components

The following table presents the components of certain balance sheet asset amounts as of March 31, 2021 and 2020 (in thousands):

	March 31,	
	2021	2020
Accounts receivable, net:		
Accounts receivable	\$ 867,868	\$ 597,939
Allowance for doubtful accounts	(1,161)	(1,894)
Allowance for sales returns	(14,438)	(6,599)
Allowance for cooperative marketing arrangements	(43,276)	(38,794)
Allowance for customer incentive programs	(76,200)	(55,741)
Allowance for pricing programs	(120,568)	(100,168)
	<u>\$ 612,225</u>	<u>\$ 394,743</u>
Inventories:		
Raw materials	\$ 146,886	\$ 56,052
Finished goods	514,230	173,197
	<u>\$ 661,116</u>	<u>\$ 229,249</u>
Other current assets:		
Value-added tax receivables	\$ 67,710	\$ 33,616
Prepaid expenses and other assets	67,940	41,304
	<u>\$ 135,650</u>	<u>\$ 74,920</u>
Property, plant and equipment, net:		
Plant, buildings and improvements	\$ 66,055	\$ 65,261
Equipment and tooling	244,962	185,760
Computer equipment	27,869	26,148
Software	56,087	56,091
	394,973	333,260
Less: accumulated depreciation and amortization	(303,460)	(270,387)
	91,513	62,873
Construction-in-process	19,637	10,441
Land	2,910	2,805
	<u>\$ 114,060</u>	<u>\$ 76,119</u>
Other assets:		
Deferred tax assets	\$ 210,888	\$ 240,528
Right-of-use assets	31,169	25,557
Trading investments for deferred compensation plan	24,809	20,085
Investment in privately held companies	43,402	45,949
Other assets	13,980	12,900
	<u>\$ 324,248</u>	<u>\$ 345,019</u>

Note 8—Balance Sheet Components (Continued)

The following table presents the components of certain balance sheet liability amounts as of March 31, 2021 and 2020 (in thousands):

	March 31,	
	2021	2020
Accrued and other current liabilities:		
Accrued customer marketing, pricing and incentive programs	\$ 185,394	\$ 130,220
Accrued personnel expenses	173,360	104,423
Income taxes payable - current	131,408	8,823
Accrued payables - non-inventory	52,392	11,548
VAT payable	50,620	12,757
Accrued sales return liability	43,178	30,267
Warranty accrual	33,228	25,905
Operating lease liability	13,101	10,945
Contingent consideration	6,967	23,284
Other current liabilities	168,969	96,852
	<u>\$ 858,617</u>	<u>\$ 455,024</u>
Other non-current liabilities:		
Employee benefit plan obligation	\$ 72,321	\$ 61,303
Obligation for deferred compensation plan	24,809	20,085
Operating lease liability	21,319	19,536
Warranty accrual	15,604	14,134
Deferred tax liability	1,679	1,931
Other non-current liabilities	3,770	2,285
	<u>\$ 139,502</u>	<u>\$ 119,274</u>

Note 9—Fair Value Measurements

The Company considers fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants at the measurement date. The Company utilizes the following three-level fair value hierarchy to establish the priorities of the inputs used to measure fair value:

- Level 1—Quoted prices in active markets for identical assets or liabilities.
- Level 2—Observable inputs other than quoted market prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets; quoted prices for identical or similar assets and liabilities in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.
- Level 3—Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. This includes certain pricing models, discounted cash flow methodologies and similar techniques that use significant unobservable inputs.

Note 9—Fair Value Measurements (Continued)

The following table presents the Company's financial assets and liabilities that were accounted for at fair value on a recurring basis, excluding assets related to the Company's defined benefit pension plans, classified by the level within the fair value hierarchy (in thousands):

	March 31, 2021			March 31, 2020		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Assets:						
Cash equivalents	\$ 669,759	\$ —	\$ —	\$ 564,952	\$ —	\$ —
Trading investments for deferred compensation plan included in other assets:						
Cash	\$ 31	\$ —	\$ —	\$ 846	\$ —	\$ —
Common stock	1,569	—	—	—	—	—
Money market funds	6,734	—	—	7,147	—	—
Mutual funds	16,475	—	—	12,092	—	—
Total of trading investments for deferred compensation plan	\$ 24,809	\$ —	\$ —	\$ 20,085	\$ —	\$ —
Currency derivative assets included in other current assets	\$ —	\$ 5,452	\$ —	\$ —	\$ 129	\$ —
Liabilities:						
Contingent consideration for business acquisition included in accrued and other current liabilities (Note 3)	\$ —	\$ —	\$ 6,430	\$ —	\$ —	\$ 23,284
Currency derivative liabilities included in accrued and other current liabilities	\$ —	\$ 100	\$ —	\$ —	\$ 719	\$ —

The following table summarizes the change in the fair value of the Company's contingent consideration balance during fiscal year 2021 (in thousands):

	Year Ended March 31, 2021	Year Ended March 31, 2020
Acquisition-related contingent consideration, beginning of the year	\$ 23,284	\$ —
Fair value of contingent consideration upon acquisition ⁽¹⁾	6,430	37
Change in fair value of contingent consideration	5,716	23,247
Settlement of contingent consideration ⁽²⁾	(28,463)	—
Acquisition-related contingent consideration, end of the year	\$ 6,967	\$ 23,284

(1) The fair value of contingent consideration upon acquisition of \$6.4 million includes the earn-out of \$3.4 million from the Mevo Acquisition and an earn-out of \$3.0 million from the other immaterial technology acquisition. See Contingent Consideration for Business Acquisition section below for details.

(2) As of June 30, 2020, the earn-out period was completed in connection with our acquisition of Streamlabs (discussed below). The earn-out payment of \$29.0 million is based on the actual net sales of Streamlabs services during the earn-out period and is no longer subject to fair value measurement and was accordingly transferred out of Level 3. During the third quarter of fiscal year 2021, the fair value of \$28.5 million of the contingent consideration was transferred from other current liabilities to equity upon settlement of the contingent consideration through the issuance of shares out of treasury stock. The remaining amount of \$0.5 million is held back in escrow for claims made against the escrow and for the payment of taxes.

Note 9—Fair Value Measurements (Continued)

Trading Investments

The marketable securities for the Company's deferred compensation plan are recorded at a fair value of \$24.8 million and \$20.1 million as of March 31, 2021 and 2020, respectively, based on quoted market prices. Quoted market prices are observable inputs that are classified as Level 1 within the fair value hierarchy. Unrealized trading gains related to trading securities for fiscal years 2021, 2020 and 2019 were not material and are included in other income (expense), net in the consolidated statements of operations.

Contingent Consideration for Business Acquisitions

The contingent consideration for business acquisition arising from the Mevo Acquisition (see "Note 3—Business Acquisition" for more information) represents the future potential earn-out payments of up to \$17.0 million payable in cash only upon the achievement of certain net sales for the period beginning on December 26, 2020 and ending on December 31, 2021. The fair value of the earn-out as of the Mevo Acquisition Date was \$3.4 million which was determined by using a Black-Scholes-Merton valuation model to calculate the probability of the earn-out threshold being met, times the value of the earn-out payment, and discounted at the risk-free rate. The valuation includes significant assumptions and unobservable inputs such as the projected sales of Mevo over the earn-out period, risk-free rate, and the net sales volatility. The fair value of the contingent consideration is remeasured at each reporting period based on the inputs on the date of re-measurement, with the change in fair value recognized as "change in fair value of contingent consideration for business acquisition" in the operating expense section in the consolidated statements of operations. Projected sales are based on the Company's internal projections, including analysis of the target market and historical sales of Mevo products. For the year ended March 31, 2021, the change in fair value of the contingent consideration related to acquisition was not material.

The contingent consideration for business acquisition arising from the other immaterial technology acquisition represents the future potential earn-out payments of \$3.0 million payable in cash upon the achievement of two technical development milestones required to be completed for periods ending December 31, 2021 and March 31, 2022. The fair value of the contingent amount was determined using a probability-weighted expected payment model and discounted at the estimated cost of debt.

On October 31, 2019, the Company acquired all of the equity interests of Streamlabs. In connection with the acquisition of Streamlabs, the Company agreed to pay a total earn out payment of \$29.0 million, payable in stock, only upon the achievement of certain net revenues for the period beginning on January 1, 2020 and ending on June 30, 2020.

The fair value of the earn-out as of the Streamlabs Acquisition Date was \$0.04 million, and increased to \$23.3 million as of March 31, 2020, which was determined by using a Black-Scholes-Merton valuation model to calculate the probability of the earn-out threshold being met, times the value of the earn-out payment, and discounted at the risk-free rate. The fair value was increased by \$5.7 million to \$29.0 million as of June 30, 2020, based on actual sales. The fair value of the contingent consideration no longer needs to be remeasured after June 30, 2020, as the earn-out period has been completed.

During the third quarter of fiscal year 2021, Logitech issued 390,397 shares out of treasury shares to former security holders of Streamlabs, in satisfaction of payment of the contingent consideration that was earned during the earn-out period of January 1, 2020 through June 30, 2020. The issuances of such shares were deemed to be exempt from registration under the Securities Act of 1933 (the "Securities Act"), in reliance on Regulation D of the Securities Act as transactions by an issuer not involving a public offering.

Although these estimates are based on management's best knowledge of current events, the estimates could change significantly from period to period. Actual results that differ from the assumptions used and any changes to the significant assumptions and unobservable inputs used could have a material impact on future results of operations.

Equity Method Investments

The Company has certain non-marketable investments included in other assets that are accounted for under the equity method of accounting, with a carrying value of \$40.7 million and \$42.1 million as of March 31, 2021 and 2020, respectively.

Note 9—Fair Value Measurements (Continued)

On March 2, 2020, the Company sold its \$5.5 million investment, in a privately held company, for proceeds with a total fair value of \$45.3 million consisting of cash, a 6% subordinated note due in 5 years, and a Series A preferred units and Series B common units in Marlin-SL Topco, LP ("Marlin"). As of March 31, 2021, the investment represents an ownership interest of approximately 10.8% in Marlin.

The Company has evaluated whether Marlin qualifies as a variable interest entity ("VIE") pursuant to the accounting guidance of ASC 810, *Consolidations*. On the basis that the total equity investment in Marlin may not be sufficient to absorb its expected losses, the Company concluded that Marlin is currently a VIE. However, considering the Company's minority interest and limited involvement with the Marlin business, the Company concluded it is not required to consolidate Marlin. Rather, the Company accounts for this investment under the equity method as it represents an ownership interest in a limited partnership that is more than minor. The promissory note is accounted for as a loan receivable and is included in "Other assets" in the consolidated balance sheet.

The Company's maximum exposure to any losses incurred by Marlin is limited to its investment. For fiscal year 2021, the carrying value of the investment in Marlin was \$26.7 million. The Company's investment related to this VIE was not individually significant to the Company's consolidated financial statements.

Unrealized gains (losses) related to Marlin and other equity investments for the fiscal year 2021 were not material and are included in other income (expense), net in the Company's consolidated statements of operations. There was no impairment of these assets during fiscal years 2021 and 2020.

Assets Measured at Fair Value on a Nonrecurring Basis

The Company's non-financial assets, such as intangible assets and acquisition-related property, plant and equipment, are recorded at fair value only upon initial recognition or if an impairment is recognized. There was no impairment of long-lived assets during fiscal years 2021, 2020 and 2019.

Financial Assets. The Company has certain investments without readily determinable fair values due to the absence of quoted market prices, the inherent lack of liquidity, and the fact that inputs used to measure fair value are unobservable and require management's judgment. When certain events or circumstances indicate that impairment may exist, the Company revalues the investments using various assumptions, including the financial metrics and ratios of comparable public companies. The carrying value is also adjusted for observable price changes with the same or similar security from the same issuer. The amount of these investments included in other assets was immaterial as of March 31, 2021 and 2020. During the fiscal year 2021, the Company recorded impairment charges of \$2.0 million for its non-marketable equity securities which had an initial cost basis of \$2.0 million as it was determined the carrying value of the investments were not recoverable. There was no impairment of these assets during fiscal year 2020.

Non-Financial Assets. Goodwill, intangible assets, and property, plant and equipment, are not required to be measured at fair value on a recurring basis. However, if certain triggering events occur (or tested at least annually for goodwill) such that a non-financial instrument is required to be evaluated for impairment and an impairment is recorded to reduce the non-financial instrument's carrying value to the fair value as a result of such triggering events, the non-financial assets and liabilities are measured at fair value for the period such triggering events occur. See Note 2 to the consolidated financial statements for additional information about how the Company tests various asset classes for impairment.

Note 10—Derivative Financial Instruments

Under certain agreements with the respective counterparties to the Company's derivative contracts, subject to applicable requirements, the Company is allowed to net settle transactions of the same type with a single net amount payable by one party to the other. However, the Company presents its derivative assets and derivative liabilities on a gross basis in other current assets or accrued and other current liabilities on the consolidated balance sheets as of March 31, 2021 and 2020.

The fair values of the Company's derivative instruments were not material as of March 31, 2021 or 2020 (refer to Note 9 to the consolidated financial statements for more information). The following table presents the amounts of gains and losses on the Company's derivative instruments designated as hedging instruments for fiscal years 2021, 2020 and 2019 and their locations on its consolidated statements of operations and consolidated statements of comprehensive income (in thousands):

	Amount of Gain (Loss) Deferred as a Component of Accumulated Other Comprehensive Loss			Amount of Loss (Gain) Reclassified from Accumulated Other Comprehensive Loss to Costs of Goods Sold		
	2021	2020	2019	2021	2020	2019
Designated as hedging instruments:						
Cash flow hedges	\$ (4,071)	\$ 205	\$ 1,781	\$ 8,043	\$ (813)	\$ 1,810

Upon adoption of ASU 2017-12 "Derivatives and Hedging (Topic 815): Targeted Improvements to Accounting for Hedging Activities" (ASU 2017-12), the Company has started presenting the earnings impact from forward points in the same line item that is used to present the earnings impact of the hedged item, i.e. cost of goods sold, for hedging forecasted inventory purchases and such amount is not material for all periods presented.

Cash Flow Hedges: The Company enters into cash flow hedge contracts to protect against exchange rate exposure of forecasted inventory purchases. These hedging contracts mature within five months. Gains and losses in the fair value of the effective portion of the hedges are deferred as a component of accumulated other comprehensive loss until the hedged inventory purchases are sold, at which time the gains or losses are reclassified to cost of goods sold. Cash flows from such hedges are classified as operating activities in the consolidated statements of cash flows. Hedging relationships are discontinued when hedging contract is no longer eligible for hedge accounting, or is sold, terminated or exercised, or when the Company removes hedge designation for the contract. Gains and losses in the fair value of the effective portion of the discontinued hedges continue to be reported in accumulated other comprehensive loss until the hedged inventory purchases are sold, unless it is probable that the forecasted inventory purchases will not occur by the end of the originally specified time period or within an additional two-month period of time thereafter. As of March 31, 2021, the notional amounts of currency forward contracts outstanding related to forecasted inventory purchases was \$164.5 million. As of March 31, 2020, the notional amounts of currency forward contracts outstanding related to forecasted inventory purchases was \$48.0 million. The Company estimates that \$3.7 million of net loss related to its cash flow hedges included in accumulated other comprehensive loss as of March 31, 2021 will be reclassified into earnings within the next twelve months.

Other Derivatives: The Company also enters into currency forward and swap contracts to reduce the short-term effects of currency fluctuations on certain receivables or payables denominated in currencies other than the functional currencies of its subsidiaries. These forward and swap contracts generally mature within a month. The primary risk managed by using forward and swap contracts is the currency exchange rate risk. The gains or losses on these contracts are recognized in other income (expense), net in the consolidated statements of operations based on the changes in fair value. The notional amounts of these contracts outstanding as of March 31, 2021 and 2020 were \$123.8 million and \$64.7 million, respectively. Open forward and swap contracts as of March 31, 2021 and 2020 consisted of contracts in Taiwanese Dollars, Australian Dollars, Mexican Pesos, Japanese Yen and Canadian Dollars to be settled at future dates at predetermined exchange rates.

The fair value of all currency forward and swap contracts is determined based on observable market transactions of spot currency rates and forward rates. Cash flows from these contracts are classified as operating activities in the consolidated statements of cash flows.

Note 11—Goodwill and Other Intangible Assets

The Company performed its annual impairment analysis of goodwill as of December 31, 2020 by performing a qualitative assessment and concluded that it was more likely than not that the fair value of its peripherals reporting unit, exceeded its carrying amount. In assessing the qualitative factors, the Company considered the impact of these key factors: change in industry and competitive environment, growth in market capitalization, and budgeted-to-actual revenue performance for the twelve months ended December 31, 2020. There have been no triggering events identified affecting the valuation of goodwill subsequent to the annual impairment test.

The following table summarizes the activity in the Company's goodwill balance during fiscal years 2021 and 2020 (in thousands):

	Years Ended March 31,	
	2021	2020
Beginning of the period	\$ 400,917	\$ 343,684
Acquisitions ⁽¹⁾	28,667	57,206
Currency exchange rate impact	20	27
End of the period	<u>\$ 429,604</u>	<u>\$ 400,917</u>

⁽¹⁾ Includes goodwill acquired from the Mevo Acquisition and an immaterial technology acquisition in January 2021. See Note 3 for more information.

The Company's acquired intangible assets subject to amortization were as follows (in thousands):

	March 31,					
	2021			2020		
	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Trademarks and trade names	\$ 46,070	\$ (25,153)	\$ 20,917	\$ 45,570	\$ (19,061)	\$ 26,509
Developed technology	134,406	(90,450)	43,956	118,807	(77,126)	41,681
Customer contracts/relationships	91,010	(44,261)	46,749	90,610	(31,859)	58,751
In-process R&D	3,526	—	3,526	—	—	—
	<u>\$ 275,012</u>	<u>\$ (159,864)</u>	<u>\$ 115,148</u>	<u>\$ 254,987</u>	<u>\$ (128,046)</u>	<u>\$ 126,941</u>

For fiscal years 2021, 2020 and 2019, amortization expense for intangible assets was, \$31.8 million, \$30.9 million and \$24.2 million, respectively. The Company expects that annual amortization expense for fiscal years 2022, 2023, 2024, 2025 and 2026 will be \$31.0 million, \$24.9 million, \$21.5 million, \$17.0 million and \$9.8 million, respectively, and \$7.5 million thereafter.

The intangible assets include \$3.5 million of IPR&D from an immaterial asset acquisition in February 2021. IPR&D is capitalized at fair value and the amortization commences upon completion of the underlying projects. Once research and development efforts are completed, the corresponding amount of IPR&D is reclassified as an amortizable purchased intangible asset and is amortized over its estimated useful life. As of March 31, 2021, there was no IPR&D amortized.

Note 12—Financing Arrangements

The Company had several uncommitted, unsecured bank lines of credit aggregating \$143.2 million as of March 31, 2021. There are no financial covenants under these lines of credit with which the Company must comply. As of March 31, 2021, the Company had outstanding bank guarantees of \$91.3 million under these lines of credit. There was no borrowing outstanding under the line of credit as of March 31, 2021 or March 31, 2020.

Note 13—Commitments and Contingencies**Product Warranties**

Changes in the Company's warranty liability for fiscal years 2021 and 2020 were as follows (in thousands):

	Years Ended March 31,	
	2021	2020
Beginning of the period	\$ 40,039	\$ 34,229
Assumed from business acquisition	231	—
Provision	38,463	34,186
Settlements	(30,621)	(28,022)
Currency translation	720	(354)
End of the period	<u>\$ 48,832</u>	<u>\$ 40,039</u>

Indemnifications

The Company indemnifies certain of its suppliers and customers for losses arising from matters such as intellectual property disputes and product safety defects, subject to certain restrictions. The scope of these indemnities varies, but in some instances includes indemnification for damages and expenses, including reasonable attorneys' fees. As of March 31, 2021, no amounts have been accrued for these indemnification provisions. The Company does not believe, based on historical experience and information currently available, that it is probable that any material amounts will be required to be paid under its indemnification arrangements.

The Company also indemnifies its current and former directors and certain of its current and former officers. Certain costs incurred for providing such indemnification may be recoverable under various insurance policies. The Company is unable to reasonably estimate the maximum amount that could be payable under these arrangements because these exposures are not limited, the obligations are conditional in nature and the facts and circumstances involved in any situation that might arise are variable.

Legal Proceedings

From time to time the Company is involved in claims and legal proceedings which arise in the ordinary course of its business. The Company is currently subject to several such claims and a small number of legal proceedings. The Company believes that these matters lack merit and intends to vigorously defend against them. Based on currently available information, the Company does not believe that resolution of pending matters will have a material adverse effect on its financial position, cash flows or results of operations. However, litigation is subject to inherent uncertainties, and there can be no assurances that the Company's defenses will be successful or that any such lawsuit or claim would not have a material adverse impact on the Company's business, financial position, cash flows or results of operations in a particular period. Any claims or proceedings against the Company, whether meritorious or not, can have an adverse impact because of defense costs, diversion of management and operational resources, negative publicity and other factors. Any failure to obtain a necessary license or other rights, or litigation arising out of intellectual property claims, could adversely affect the Company's business.

Note 14—Shareholders' Equity**Share Capital**

The Company's nominal share capital is CHF 43.3 million, consisting of 173,106,620 issued shares with a par value of CHF 0.25 each, of which 4,798,723 were held in treasury shares as of March 31, 2021.

Note 14—Shareholders' Equity (Continued)

The Company has reserved conditional capital of 25,000,000 shares for potential issuance on the exercise of rights granted under the Company's employee equity incentive plans and additional conditional capital for financing purposes, representing the issuance of up to 25,000,000 shares to cover any conversion rights under a future convertible bond issuance. At the 2018 Annual General Meeting, the shareholders of the Company authorized the Board of Directors to issue up to an additional 34,621,324 shares of the Company until September 5, 2020, which authority expired on that date. At the 2020 Annual General Meeting, the shareholders of the Company authorized the Board of Directors to issue up to an additional 17,310,662 shares of the Company until September 9, 2022.

Dividends

Pursuant to Swiss corporate law, the payment of dividends is limited to certain amounts of unappropriated retained earnings (CHF 1,046.5 million, or \$1,109.1 million based on the exchange rate at March 31, 2021) and is subject to shareholder approval.

In April 2021, the Board of Directors recommended that the Company pay cash dividends for fiscal year 2021 of CHF 147.0 million (\$155.8 million based on the exchange rate on March 31, 2021). In September 2020, the Company declared and paid cash dividends of CHF 0.79 (USD equivalent of \$0.87) per common share, totaling \$146.7 million on the Company's outstanding common stock. In September 2019, the Company declared and paid cash dividends of CHF 0.73 (USD equivalent of \$0.74) per common share, totaling approximately \$124.2 million in U.S. Dollars, on the Company's outstanding common stock. In September 2018, the Company declared and paid cash dividends of CHF 0.67 (USD equivalent of \$0.69) per common share, totaling approximately \$114.0 million in U.S. Dollars, on the Company's outstanding common stock.

Any future dividends will be subject to the approval of the Company's shareholders.

Legal Reserves

Under Swiss corporate law, a minimum of 5% of the Company's annual net income must be retained in a legal reserve until this legal reserve equals 20% of the Company's issued and outstanding aggregate par value per share capital. These legal reserves represent an appropriation of retained earnings that are not available for distribution and totaled \$10.2 million at March 31, 2021 (based on the exchange rate at March 31, 2021).

Share Repurchases

In March 2017, the Company's Board of Directors approved the 2017 share repurchase program, which authorizes the Company to use up to \$250.0 million to purchase up to 17.3 million of Logitech shares. This share repurchase program expired in April 2020.

In May 2020, the Company's Board of Directors approved the 2020 share repurchase program, which authorized the Company to use up to \$250.0 million to purchase up to 17.3 million of Logitech shares. The Company's share repurchase program is expected to remain in effect for a period of three years. Shares may be repurchased from time to time on the open market, through block trades or otherwise. Purchases may be started or stopped at any time without prior notice depending on market conditions and other factors. As of March 31, 2021, \$85.4 million is still available for repurchase under the 2020 share repurchase program before the Board of Directors' approval of the increase of this program in April 2021.

In April 2021, our Board of Directors approved an increase of \$750.0 million of the 2020 share repurchase program, to an aggregate amount of \$1.0 billion. This increase is subject to approval by the Swiss Takeover Board.

A summary of the approved and active share repurchase program is shown in the following table (in thousands, excluding transaction costs):

Share Repurchase Program	Approved		Repurchased	
	Shares ⁽¹⁾	Amounts	Shares	Amounts
March 2017	17,311	\$ 250,000	2,902	\$ 112,614
March 2020	17,311	\$ 250,000	1,845	\$ 164,618

(1) The approval of each of the share repurchase programs by the Swiss Takeover Board limits the number of shares that the Company may repurchase to no more than 10% of its authorized share capital and voting rights.

Note 14—Shareholders' Equity (Continued)**Accumulated Other Comprehensive Loss**

The components of accumulated other comprehensive loss were as follows (in thousands):

	Accumulated Other Comprehensive Income (Loss)			
	Cumulative Translation Adjustment	Defined Benefit Plans	Deferred Hedging Gains (Losses)	Total
March 31, 2020	\$ (100,418)	\$ (20,016)	\$ (226)	\$ (120,660)
Other comprehensive income (loss)	10,957	(3,184)	3,972	11,745
March 31, 2021	<u>\$ (89,461)</u>	<u>\$ (23,200)</u>	<u>\$ 3,746</u>	<u>\$ (108,915)</u>

There was a \$1.7 million reclassification of currency translation loss included in other income (expense), net for the year ended March 31, 2021 due to the liquidation of one of the Company's subsidiaries. There was a \$0.5 million reclassification of currency translation loss included in other income (expense), net for the year ended March 31, 2019 due to the liquidation of one of the Company's subsidiaries.

Note 15—Segment Information

The Company operates in a single operating segment that encompasses the design, manufacturing and marketing of peripherals for PCs, tablets and other digital platforms. Operating performance measures are provided directly to the Company's CEO, who is considered to be the Company's Chief Operating Decision Maker. The CEO periodically reviews information such as sales and adjusted operating income (loss) to make business decisions. These operating performance measures do not include restructuring charges (credits), net, share-based compensation expense, amortization of intangible assets, charges from the purchase accounting effect on inventory, acquisition-related costs, or change in fair value of contingent consideration from business acquisition.

Sales by product categories were as follows (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Pointing Devices	\$ 680,907	\$ 544,519	\$ 536,890
Keyboards & Combos	784,488	571,720	536,619
PC Webcams	439,865	129,193	121,282
Tablet & Other Accessories	384,301	135,309	128,315
Gaming ⁽¹⁾	1,239,005	690,174	648,130
Video Collaboration	1,044,935	365,616	259,521
Mobile Speakers	174,895	221,791	230,378
Audio & Wearables	468,776	273,752	277,429
Smart Home	34,394	43,404	49,344
Other ⁽²⁾	713	373	414
Total Sales	<u>\$ 5,252,279</u>	<u>\$ 2,975,851</u>	<u>\$ 2,788,322</u>

(1) Gaming includes streaming services revenue generated by Streamlabs.

(2) Other includes products that the Company currently intends to phase out, or has already phased out, because they are no longer strategic to the Company's business.

Note 15—Segment Information (Continued)

Sales by geographic region for fiscal years 2021, 2020 and 2019 (based on the customers' locations) were as follows (in thousands):

	Years Ended March 31,		
	2021	2020	2019
Americas	\$ 2,206,552	\$ 1,286,527	\$ 1,190,216
EMEA	1,735,682	941,211	861,731
Asia Pacific	1,310,045	748,113	736,375
Total Sales	<u>\$ 5,252,279</u>	<u>\$ 2,975,851</u>	<u>\$ 2,788,322</u>

Revenues from sales to customers in the United States represented 35%, 36% and 36% of sales in fiscal years 2021, 2020 and 2019, respectively. Revenues from sales to customers in Germany represented 16%, 15% and 18% of sales in fiscal years 2021, 2020 and 2019, respectively. Revenues from sales to customers in China represented 10% of sales in fiscal year 2019. No other single country represented more than 10% of sales during these periods. Revenues from sales to customers in Switzerland, the Company's home domicile, represented 3%, 4% and 3% of sales in fiscal years 2021, 2020 and 2019, respectively.

Property, plant and equipment, net by geographic region were as follows (in thousands):

	March 31,	
	2021	2020
Americas	\$ 20,810	\$ 26,636
EMEA	8,019	5,052
Asia Pacific	85,231	44,431
Total property, plant and equipment	<u>\$ 114,060</u>	<u>\$ 76,119</u>

Property, plant and equipment, net in the United States and China were \$20.5 million and \$74.0 million, respectively, as of March 31, 2021, and \$26.5 million and \$36.6 million, respectively, as of March 31, 2020. No other countries represented more than 10% of the Company's total consolidated property, plant and equipment, net as of March 31, 2021 or 2020. Property, plant and equipment, net in Switzerland, the Company's home domicile, were \$5.7 million and \$2.3 million as of March 31, 2021 and 2020, respectively.

Note 16—Restructuring

During the first quarter of fiscal year 2019, the Company implemented a restructuring plan to streamline and realign the Company's overall organizational structure and reallocate resources to support long-term growth opportunities. In July 2018, the Company's Board of Directors approved additional costs under this restructuring plan, totaling pre-tax charges of approximately \$10.0 million to \$15.0 million, of which \$11.4 million has been recognized cumulatively as of March 31, 2021. The total charges consisted of cash severance and other personnel costs and are presented as restructuring charges (credits), net in the Consolidated Statements of Operations. During the first quarter of fiscal year 2020, the Company had substantially completed this restructuring plan.

Note 16—Restructuring (Continued)

The following table summarizes restructuring-related activities during fiscal year 2021, 2020 and 2019 (in thousands):

	Restructuring - Continuing Operations		
	Termination Benefits	Lease Exit Costs	Total
Accrual balance at March 31, 2018	\$ —	\$ —	\$ —
Credits, net	11,302	—	11,302
Cash payments	(6,913)	—	(6,913)
Accrual balance at March 31, 2019	4,389	—	4,389
Charges, net	144	—	144
Cash payments	(3,852)	—	(3,852)
Accrual balance at March 31, 2020	681	—	681
Charges, net	(54)	—	(54)
Accrual balance at March 31, 2021	\$ 627	\$ —	\$ 627

The accrual balances are included in accrued and other current liabilities on the Company's consolidated balance sheets.

Note 17 — Leases

The Company is a lessee in several noncancellable operating leases, primarily real estate facilities for office space and for transportation and office equipment.

The Company's lease arrangements comprise of operating leases with various expiration dates through June 30, 2031. The lease term for all of the Company's leases includes the noncancellable period of the lease. Certain lease agreements include options to renew or terminate the lease, which are not reasonably certain to be exercised and therefore are not factored into our determination of the duration of the lease arrangement.

The Company's leases do not contain any material residual value guarantees.

The total operating lease costs were \$15.0 million and \$14.1 million as of March 31, 2021 and 2020, respectively, and included short-term lease costs and sublease income. Total variable lease costs were immaterial during the year ended March 31, 2021 and 2020. The total operating and variable lease costs were included in cost of goods sold, marketing and selling, research and development, and general and administrative in the Company's consolidated statement of operations.

Supplemental cash flow information related to operating leases (in thousands):

	Years Ended March 31,	
	2021	2020
Cash paid for amounts included in the measurement of operating lease liabilities	\$ 13,865	\$ 13,554
ROU assets obtained in the exchange for operating lease liabilities	\$ 15,659	\$ 6,123

Note 17 — Leases (Continued)

Future lease payments included in the measurement of lease liabilities as of March 31, 2021 for the following five fiscal years and thereafter are as follows (in thousands):

	Operating Lease
Years Ending March 31,	
2022	\$ 13,827
2023	9,861
2024	4,650
2025	3,415
2026	1,706
Thereafter	2,649
Total lease payments	<u>36,108</u>
Less interest	<u>(1,688)</u>
Present value of lease liabilities	<u>\$ 34,420</u>

Average lease terms and discount rates were as follows:

	Years Ended March 31,	
	2021	2020
Weighted-average remaining lease terms (in years)	3.8	3.8
Weighted-average discount rate	2.7 %	3.0 %

LOGITECH INTERNATIONAL S.A., APPLES

SWISS STATUTORY FINANCIAL STATEMENTS

TABLE OF CONTENTS

	Page
Report of the Statutory Auditor	<u>95</u>
Swiss Statutory Balance Sheets (unconsolidated)	<u>97</u>
Swiss Statutory Statements of Income (unconsolidated)	<u>98</u>
Notes to Swiss Statutory Financial Statements	<u>99</u>
Proposal of the Board of Directors for Appropriation of Retained Earnings	<u>114</u>



Report of the Statutory Auditor

To the General Meeting of Logitech International S.A., Apples

Report of the Statutory Auditor on the Financial Statements

As statutory auditor, we have audited the accompanying financial statements of Logitech International S.A., which comprise the balance sheet, income statement and notes for the year ended March 31, 2021.

Board of Directors' Responsibility

The board of directors is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law and the company's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The board of directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year ended March 31, 2021 comply with Swiss law and the company's articles of incorporation.

Report on Key Audit Matters based on the circular 1/2015 of the Federal Audit Oversight Authority

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. We have determined that there are no key audit matters to communicate in our report.



Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the board of directors.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

Rolf Hauenstein
Licensed Audit Expert
Auditor in Charge

Regula Tobler
Licensed Audit Expert

Zurich, May 12, 2021

LOGITECH INTERNATIONAL S.A., APPLES
BALANCE SHEETS (unconsolidated)
(CHF in thousands)

		March 31,	
	Note	2021	2020
ASSETS			
Current assets:			
Cash		19,989	4,514
Short-term bank deposits		1,122	39,773
Receivable from subsidiaries		25,147	1,527
Other receivables		1,221	3,764
Total current assets		<u>47,479</u>	<u>49,578</u>
Non-current assets:			
Investments	2/5	1,005,036	975,709
Subordinated note	2.4	7,802	7,201
Total non-current assets		<u>1,012,838</u>	<u>982,910</u>
Total assets		<u><u>1,060,317</u></u>	<u><u>1,032,488</u></u>
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current liabilities:			
Payables to subsidiaries		57,142	18,946
Other liabilities	2.1	17,903	45,315
Total current liabilities		<u>75,045</u>	<u>64,261</u>
Total liabilities		<u>75,045</u>	<u>64,261</u>
Shareholders' equity:			
Share capital		43,277	43,277
Legal capital reserves			
- Reserve from capital contribution		1,265	1,265
Legal retained earnings reserves			
- General legal retained earnings reserves		9,580	9,580
		<u>10,845</u>	<u>10,845</u>
Voluntary retained earnings:			
Available earnings			
- Profit brought forward		962,286	819,015
- Profit for the year		231,237	277,271
Treasury Shares	6	<u>(262,373)</u>	<u>(182,181)</u>
Total shareholders' equity		<u>985,272</u>	<u>968,227</u>
Total liabilities and shareholders' equity		<u><u>1,060,317</u></u>	<u><u>1,032,488</u></u>

The accompanying notes are an integral part of these statutory financial statements

LOGITECH INTERNATIONAL S.A., APPLES
STATEMENTS OF INCOME (unconsolidated)
(CHF in thousands)

	Note	Year ended March 31,	
		2021	2020
Income:			
Dividend income	3	275,458	267,286
Royalty fees		55,192	33,359
Interest income from third parties		98	1,674
Interest income from subsidiaries		—	4,745
Total income		<u>330,748</u>	<u>307,064</u>
Expenses:			
Administrative expenses		6,133	7,061
Brand development expenses		61,302	18,852
Other expenses		30,481	24,216
Interest paid to subsidiaries		1,122	4,866
(Income)/expense, capital and non-recoverable withholding taxes		(60)	44
(Gain)/loss on treasury shares	6	(7,404)	12,637
Loss /(gain) on investments	2/3	7,872	(39,421)
Foreign exchange loss, net		65	1,538
Total expenses		<u>99,511</u>	<u>29,793</u>
Profit for the year		<u><u>231,237</u></u>	<u><u>277,271</u></u>

The accompanying notes are an integral part of these statutory financial statements.

NOTES TO SWISS STATUTORY FINANCIAL STATEMENTS

Note 1 - General and Basis of Presentation:

Logitech International S.A. is a Swiss Holding company with its registered office in Apples, Switzerland, which conducts its business through subsidiaries in the Americas, Europe, Middle East & Africa ("EMEA") and Asia Pacific. Shares of Logitech International S.A. are listed on both the SIX Swiss Exchange under the trading symbol LOGN and the Nasdaq Global Select Market under the trading symbol LOGI.

The Swiss statutory financial statements of Logitech International S.A., Apples (the "Holding Company") are prepared in accordance with the provisions of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below.

The statutory financial statements present the financial position and results of operations of the Holding Company on a standalone basis and do not represent the consolidated financial position of the Holding Company and its subsidiaries.

The accounting policies set out below have been applied consistently in all periods presented in these financial statements, unless otherwise stated.

Treasury shares

Treasury shares are recognized at acquisition cost and deducted from shareholders' equity at the time of acquisition. In case of a resale, the gain or loss is recognized through the income statement as a Loss/(Gain) on Treasury Shares. Treasury shares held may be reissued to satisfy the exercise of employee stock options and purchase rights, the vesting of restricted stock units, and acquisitions, or may be cancelled with shareholder approval. Treasury shares that are reissued are accounted for using the first-in, first-out basis.

Share-based payments

When treasury shares are used for share-based payment programs for Board members and employees, the difference between the acquisition costs and any consideration paid by the employees at date of exercise or vesting is recognized as loss on treasury shares.

Exchange rate differences

Except for investments in subsidiaries, which are translated at historical rates, all assets and liabilities denominated in foreign currencies are translated into Swiss francs (CHF) using year-end rates of exchange. Realized exchange gains and losses arising from these as well as those from business transactions denominated in foreign currencies are recorded in the statement of income. Net unrealized exchange losses are recorded in the statement of income; net unrealized gains, however, are deferred within accrued liabilities.

Investments in subsidiaries

Investments are recorded at acquisition cost less any impairment loss.

Foregoing a cash flow statement and additional disclosures in the notes

As Logitech International S.A. has separately prepared its consolidated financial statements in accordance with a recognized accounting standard (US GAAP), it has decided to forego presenting additional information on interest-bearing liabilities and audit fees in the notes as well as a cash flow statement and a management report in accordance with Swiss law (CO 961d).

Note 2 - Changes in investments in subsidiaries:***Note 2.1- Acquisition of Mevo Inc.***

On February 17, 2021, the Holding Company acquired all equity interests of Mevo Inc. ("Mevo") for a total consideration of approximately CHF 32.4 million, which included a working capital adjustment, plus additional contingent consideration of up to CHF16.04 million (\$17.0 million) payable in cash only upon the achievement of certain net revenues for the period beginning on December 26, 2020 and ending on December 31, 2021. Mevo is a maker of camera hardware and software for live streaming. The Mevo Acquisition is complementary to the Holding Company's streaming portfolio. Immediately after the acquisition, the Holding Company transferred all of its shares in Mevo, Inc., as a capital contribution to Logitech Inc.

Note 2.2- Acquisition of General Workings, Inc.

During the year ended March 31, 2020, the Holding Company acquired General Workings, Inc. for a total consideration of approximately CHF 104.7 million, which included a working capital adjustment, plus an additional contingent consideration of CHF 28.1 million (CHF 22.8 million of the contingent consideration has been recorded as of March 31, 2020 in other liabilities) paid in Logitech stock upon the achievement of certain net revenues for the period beginning on January 1, 2020 and ended on June 30, 2020. Immediately after the acquisition, the Holding Company transferred all of its shares in General Workings, Inc., as a capital contribution to Logitech Inc.

During the year ended March 31, 2021 the net revenue target was fully achieved and the contingent consideration in the amount of CHF 26.8 million (\$28.5 million) was settled with 390,397 shares at a total cost of CHF8.5 million out of the Holding Company's treasury shares.

Note 2.3 - Capital Contribution from Logitech International S.A. to Logitech Inc.

During the year ended March 31, 2020, the Holding Company converted its long term loan receivable (amounting to CHF 158.1 million) to Logitech Inc into equity in its subsidiary. The loan was converted as a capital contribution.

Note 2.4 - Sale of Investment in Lifesize

During the year ended March 31, 2020, Marlin-SL Topco, LP (Marlin) entered into an acquisition agreement with representative shareholders of Lifesize, Inc. to acquire Lifesize. On March 2, 2020 (Valuation Date), as a shareholder of Lifesize, the Holding Company received total proceeds of CHF 45.3 million for a sale of its investment consisting of:

- (i) CHF 3.0 million in cash, of which CHF 0.8 million was held in escrow.
- (ii) CHF 7.2 million fair value (principal at CHF 8.1 million) in subordinated note in Marlin amount due in 5 years together with interest of 6% per annum, at 0.5% increment after 18 months from inception date.
- (iii) CHF 34.3 million in Marlin shares, representing an ownership interest of approximately 11.8% in Marlin. The transaction resulted in a gain on long term investment of CHF 38.6 million.

Note 3 - Dividend Distribution by Subsidiary Company Related to Settlement of Long-term Loan

During the year ended March 31, 2020, the Holding Company received a dividend of CHF 156 million from its wholly-owned subsidiary, Logitech Europe S.A., in connection with the settlement of a long term loan payable to Logitech Europe S.A.

Note 4 - Contingent Liabilities:

The Holding Company has issued guarantees to various banks for lines of credit available to its subsidiaries for CHF 17.0 million and CHF 21.0 million at March 31, 2021 and March 31, 2020, respectively. The Holding Company also has a guarantee to one financial institution for lines of credit available to its subsidiaries without a specific amount. As of March 31, 2021 and 2020, there were no outstanding draw down amounts on the guarantee.

Note 5 - Investments in subsidiaries:

The Holding Company's subsidiaries directly and indirectly held include the following:

Fiscal year 2021

Name of Subsidiary	Jurisdiction of Incorporation	Municipality	Holding %	Share Capital	
EMEA					
Labtec Europe S.A.	Switzerland	Lausanne	100	CHF	150,000
Logitech U.K. Limited	United Kingdom	Windsor,Berkshire	100	GBP	20,000
Logitech Espana BCN SL	Spain	Barcelona	100	EUR	50,000
Logitech Europe S.A.	Switzerland	Lausanne	100	CHF	100,000
SAS Logitech France	Republic of France	Levallois-Perret	100	EUR	182,939
Logitech GmbH	Federal Republic of Germany	Munich	100	EUR	25,565
Logitech Ireland Services Limited	Ireland	Cork	100	EUR	48,001
Logitech Italia SRL	Republic of Italy	Milan	100	EUR	20,000
Logitech Nordic AB	Sweden	Stockholm	100	SEK	100,000
Logitech Benelux B.V.	Kingdom of the Netherlands	Leusden	100	EUR	18,151
Logitech Poland Spolka z.o.o	Poland	Warsaw	100	PLN	50,000
Logitech S.A.	Switzerland	Lausanne	100	CHF	200,000
Logitech Middle East FZ-LLC	United Arab Emirates	Dubai Internet City	100	AED	100,000
Logitech (Streaming Media) SA	Switzerland	Lausanne	100	CHF	100,000
Logitech Hellas MEPE	Greece	Athens	100	EUR	18,000
Logitech Schweiz AG	Switzerland	Zurich	100	CHF	100,000
Logitech Upicto GmbH	Switzerland	Zurich	100	CHF	20,000
Limited Liability Company “Logitech”	Russia	Moscow	100	RUB	8,020,000
Logi Peripherals Technologies (South Africa) (Proprietary) Limited	South Africa	Gauteng	100	ZAR	1,000
Logitech Norway AS	Norway	Oslo	100	NOK	100,000
Logitech Turkey Computer Marketing Services LLC	Turkey	Istanbul	100	TRY	10,000
Logitech Services S.A	Switzerland	Lausanne	100	CHF	100,000
Limited Liability Company Mevo Ukraine	Ukraine	Zaporizhzhia	100	UAH	2,632,568

Note 5 - Investments in subsidiaries: (Continued)**Fiscal year 2021**

Name of Subsidiary	Jurisdiction of Incorporation	Municipality	Holding %	Share Capital	
AMERICAS					
Logitech Argentina S.R.L.	Argentina	Buenos Aries	100	ARS	412,400
Logitech Do Brasil Comercio de Acessorios de Informatica Ltda.	Brazil	Sao Paulo	100	BRL	92,686,440
Logitech de Mexico S.A. de C.V.	Mexico	Santa Fe	100	MXN	50,000
Logitech Canada Inc.	Canada	Vancouver	100	CAD	100
Logitech Inc.	United States of America	Newark, California	100	USD	11,522,396
Logitech (Streaming Media) Inc.	United States of America	Newark, California	100	USD	10
Logitech (Slim Devices) Inc.	United States of America	Wilmington, Delaware	100	USD	1
WiLife, Inc.	United States of America	Wilmington, Delaware	100	USD	10
Logitech Servicios Latinoamérica, S.A de C.V	Mexico	Mexico City	100	MXN	50,000
Ultimate Ears Incorporated	United States of America	Carson City, Nevada	100	USD	10
SightSpeed, Inc.	United States of America	Wilmington, Delware	100	USD	1
UE Acquisition Inc.	United States of America	Wilmington, Delaware	100	USD	10
Logitech Latin America, Inc.	United States of America	Wilmington, Delware	100	USD	1
Blue Microphones Holding Corporation	United States of America	Newark, California	100	USD	230
Baltic Latvian Universal Electronics, LLC	United States of America	Los Angeles, California	100	USD	—
General Workings Inc.	United States of America	Wilmington, Delware	100	USD	7,500
Streamlabs Canada Inc.	Canada	Halifax, Nova Scotia	100	CAD	10
Streamlabs LLC	United States of America	San Francisco, California	100	USD	—
Liminal Collective, Inc.	United States of America	Newark, California	100	USD	1
Mevo Inc.	United States of America	Brooklyn, New York.	100	USD	1

Note 5 - Investments in subsidiaries: (Continued)

Fiscal year 2021

Name of Subsidiary	Jurisdiction of Incorporation	Municipality	Holding %	Share Capital	
ASIA PACIFIC					
LogiCool Co., Ltd	Japan	Tokyo	100	JPY	155,000,000
Logitech Electronics (India) Private Limited	India	Mumbai, Maharashtra	100	INR	140,340
Logitech Far East, Limited	Taiwan, Republic of China	Hsinchu	100	TWD	260,000,000
Logitech Hong Kong Limited	Hong Kong	Hong Kong	100	HKD	100
Logitech Korea Ltd	Republic of Korea	Seoul	100	KRW	150,000,000
Logitech New Zealand Co. Limited	New Zealand	Auckland	100	NZD	10,000
Logitech Service Asia Pacific Pte Ltd	Republic of Singapore	Singapore	100	SGD	1
Logitech Singapore Pte Ltd	Republic of Singapore	Singapore	100	SGD	2,559,863
Logitech Technology (Suzhou) Company Limited	People's Republic of China	Suzhou	100	USD	22,000,000
Logitech (China) Technology Company Limited	People's Republic of China	Shanghai	100	USD	7,800,000
Logitech Asia Logistics Limited	Hong Kong	Hong Kong	100	HKD	100
Logitech Asia Pacific Limited	Hong Kong	Hong Kong	100	HKD	100
Logitech Australia Computer Peripherals Pty Limited	Commonwealth of Australia	Sydney	100	AUD	12
Logitech (Beijing) Trading Company Limited	People's Republic of China	Beijing	100	CNY	10,000,000
Logitech Technology (Shenzhen) Consulting Company Limited	People's Republic of China	Shenzhen	100	HKD	110,000
Logitech Engineering & Designs India Private Limited	India	Channai, Tamil Nadu	100	INR	1,457,300
Logi Computer Peripherals (Malaysia) Sdn. Bhd	Malaysia	Kuala Lumpar Wilayah Persekutuan	100	MYR	2
Logitech JB Australia Pty Ltd	Commonwealth of Australia	Sydney	100	AUD	1
Logitech Vietnam Company Limited	Vietnam	Ho Chi Minh City	100	VND	2,316,500,000

Note 5 - Investments in subsidiaries: (Continued)

Fiscal year 2020

Name of Subsidiary	Jurisdiction of Incorporation	Municipality	Holding %	Share Capital	
EMEA					
Labtec Europe S.A.	Switzerland	Lausanne	100	CHF	150,000
Logitech U.K. Limited	United Kingdom	Windsor Berkshire	100	GBP	20,000
Logitech Espana BCN SL	Spain	Barcelona	100	EUR	50,000
Logitech Europe S.A.	Switzerland	Lausanne	100	CHF	100,000
SAS Logitech France	Republic of France	Paris	100	EUR	182,939
Logitech GmbH	Federal Republic of Germany	Munich	100	EUR	25,565
Logitech Ireland Services Limited	Ireland	Cork	100	EUR	48,001
Logitech Italia SRL	Republic of Italy	Milan	100	EUR	20,000
Logitech Nordic AB	Sweden	Stockholm	100	SEK	100,000
Logitech Benelux B.V.	Kingdom of the Netherlands	Leusden	100	EUR	18,151
Logitech Poland Spolka z.o.o	Poland	Warsaw	100	PLN	50,000
Logitech S.A.	Switzerland	Lausanne	100	CHF	200,000
Logitech Middle East FZ-LLC	United Arab Emirates	Dubai Internet City	100	AED	100,000
Logitech (Streaming Media) SA	Switzerland	Lausanne	100	CHF	100,000
Logitech Hellas MEPE	Greece	Athens	100	EUR	18,000
Logitech Schweiz AG	Switzerland	Zurich	100	CHF	100,000
Logitech Upicto GmbH	Switzerland	Zurich	100	CHF	20,000
Limited Liability Company “Logitech”	Russia	Moscow	100	RUB	8,020,000
Logi Peripherals Technologies (South Africa) (Proprietary) Limited	South Africa	Gauteng	100	ZAR	1,000
Logitech Norway AS	Norway	Oslo	100	NOK	100,000
Logitech Turkey Computer Marketing Services LLC	Turkey	Istanbul	100	TRY	10,000

Note 5 - Investments in subsidiaries: (Continued)

Fiscal year 2020

Name of Subsidiary	Jurisdiction of Incorporation	Municipality	Holding %	Share Capital
AMERICAS				
Logitech Argentina S.R.L.	Argentina	Buenos Aires	100	ARS 412,400
Logitech Do Brasil Comercio de Accessorios de Informatica Ltda.	Brazil	Sao Paulo	100	BRL 92,686,440
Logitech de Mexico S.A. de C.V.	Mexico	Santa Fe	100	MXN 50,000
Logitech Canada Inc.	Canada	Vancouver	100	CAD 100
Logitech Inc.	United States of America	Newark, California	100	USD 11,522,396
Logitech (Streaming Media) Inc.	United States of America	Newark, California	100	USD 10
Logitech (Slim Devices) Inc.	United States of America	Wilmington, Delaware	100	USD 1
WiLife, Inc.	United States of America	Wilmington, Delaware	100	USD 10
Logitech Servicios Latinoamérica, S.A. de C.V.	Mexico	Mexico City	100	MXN 50,000
Ultimate Ears Incorporated	United States of America	Carson City, Nevada	100	USD 10
SightSpeed, Inc.	United States of America	Wilmington, Delaware	100	USD 1
UE Acquisition Inc.	United States of America	Wilmington, Delaware	100	USD 10
Logitech Latin America, Inc.	United States of America	Wilmington, Delaware	100	USD 1
Blue Microphones Holding Corporation	United States of America	Newark, California	100	USD 230
Baltic Latvian Universal Electronics, LLC	United States of America	Los Angeles, California	100	USD —
General Workings Inc.	United States of America	Wilmington, Delaware	100	USD 7,500
Streamlabs Canada Inc.	Canada	Halifax, Nova Scotia	100	CAD 10
Streamlabs LLC	United States of America	San Francisco, California	100	USD —
Liminal Collective, Inc.	United States of America	Newark, California	100	USD 1

Note 5 - Investments in subsidiaries: (Continued)**Fiscal year 2020**

Name of Subsidiary	Jurisdiction of Incorporation	Municipality	Holding %	Share Capital	
ASIA PACIFIC					
LogiCool Co., Ltd	Japan	Tokyo	100	JPY	155,000,000
Logitech Electronics (India) Private Limited	India	Mumbai, Maharashtra	100	INR	107,270
Logitech Far East, Limited	Taiwan, Republic of China	Hsinchu	100	TWD	260,000,000
Logitech Hong Kong Limited	Hong Kong	Hong Kong	100	HKD	100
Logitech Korea Ltd	Republic of Korea	Seoul	100	KRW	150,000,000
Logitech New Zealand Co. Limited	New Zealand	Auckland	100	NZD	10,000
Logitech Service Asia Pacific Pte Ltd	Republic of Singapore	Singapore	100	SGD	1
Logitech Singapore Pte Ltd	Republic of Singapore	Singapore	100	SGD	2,559,863
Logitech Technology (Suzhou) Company, Limited	People's Republic of China	Suzhou	100	USD	22,000,000
Logitech (China) Technology Company Limited	People's Republic of China	Shanghai	100	USD	7,800,000
Logitech Asia Logistics Limited	Hong Kong	Hong Kong	100	HKD	100
Logitech Asia Pacific Limited	Hong Kong	Hong Kong	100	HKD	100
Logitech Australia Computer Peripherals Pty, Limited	Commonwealth of Australia	Sydney	100	AUD	12
Logitech (Beijing) Trading Company Limited	People's Republic of China	Beijing	100	CNY	10,000,000
Logitech Technology (Shenzhen) Consulting Co Limited	People's Republic of China	Shenzhen	100	HKD	110,000
Logitech Engineering & Designs India Private Limited	India	Channai, Tamil Nadu	100	INR	1,100,000
Logi Computer Peripherals (Malaysia) Sdn. Bhd	Malaysia	Kuala Lumpar Wilayah Persekutuan	100	MYR	2
Logitech JB Australia Pty Ltd	Commonwealth of Australia	Sydney	100	AUD	1

Note 6 - Treasury Shares:

During fiscal years 2021 and 2020, repurchases of the Holding Company's shares and issuances from the Holding Company's treasury shares were as follows:

	Number of Transactions	Average Price	Number of shares	Total cost (in thousands) CHF
<u>Held by the Holding Company at March 31, 2019</u>			<u>7,243,733</u>	<u>166,773</u>
Additions Q1	4	39.15	389,270	15,241
Disposals Q1	21	14.64	(991,011)	(14,508)
Additions Q2	—	—	—	—
Disposals Q2	19	14.19	(439,516)	(6,238)
Additions Q3	—	—	—	—
Disposals Q3	18	14.47	(301,195)	(4,358)
Additions Q4	5	38.89	861,560	33,510
Disposals Q4	21	14.89	(553,194)	(8,239)
<u>Held by the Holding Company at March 31, 2020</u>			<u>6,209,647</u>	<u>182,181</u>
Additions Q1	—	—	—	—
Disposals Q1	44	17.58	(1,521,120)	(26,746)
Additions Q2	5	65.69	312,269	20,511
Disposals Q2	54	22.30	(644,165)	(14,365)
Additions Q3	5	75.54	602,951	45,544
Disposals Q3	83	25.5	(717,622)	(18,299)
Additions Q4	10	91.06	930,241	84,705
Disposals Q4	48	29.88	(373,478)	(11,158)
<u>Held by the Holding Company at March 31, 2021</u>			<u>4,798,723</u>	<u>262,373</u>

In March 2017, the Holding Company's Board of Directors approved the 2017 share buyback program, which authorized the Holding Company to use up to \$250 million to purchase its own shares. The Holding Company's share buyback program remained in effect for a period of three years and expired on April 30, 2020. Shares were repurchased from time to time on the open market, through block trades or otherwise. During the fiscal year ended March 31, 2020, the Holding Company repurchased 1,250,830 registered shares for approximately CHF48.7 million, including transaction costs.

In May 2020, the Company Board of Directors approved the 2020 share buyback program, which authorized the company to use up to \$250.0 million to purchase up to 17.3 million of Logitech shares. The Holding Company's share buyback program is expected to remain in effect for a period of three years. Shares may be repurchased from time to time on the open market. Shares have been repurchased from time to time on the open market, through block trades or otherwise. During the fiscal year ended March 31, 2021, the Holding Company repurchased 1.8 million registered shares for approximately CHF150.6 million, including transaction costs. As of March 31, 2021, CHF 85.4 million was still available for repurchase under the 2020 buyback program.

The disposals of treasury shares were to the Holding Company's directors and employees under the Holding Company's share incentive and share purchase plans. The gain or loss on the disposal of repurchased treasury shares is recorded in the statements of income.

Note 7 - Authorized and Conditional Share Capital Increases:**Authorized Capital**

In September 2020, the Holding Company's shareholders approved an amendment to the Holding Company's Articles of Incorporation to authorize the Board of Directors to issue up to 17,310,662 new registered shares until September 9, 2022.

As of March 31, 2021, none of the aforementioned authorized registered shares had been issued.

Note 7 - Authorized and Conditional Share Capital Increases: (Continued)**Conditional capital**

In September 2008, the Holding Company's shareholders approved an amendment to the Holding Company's Articles of Incorporation to reserve conditional capital of 25.0 million shares for potential issuance on the exercise of rights granted under the Holding Company's employee equity incentive plans. The shareholders also approved the creation of conditional capital representing the issuance of up to 25.0 million shares to cover any conversion rights under a future convertible bond issuance. This conditional capital was created in order to provide financing flexibility for future expansion, investments or acquisitions.

As of March 31, 2021, none of the aforementioned conditional registered shares had been issued. During fiscal years 2021 and 2020, all employee equity incentive commitments were satisfied from treasury shares held by the Holding Company. A description of the employee equity incentive commitments outstanding is presented in Note 5 of the consolidated financial statements of Logitech International S.A.

Note 8 - Significant Shareholders:

The Holding Company's share capital consists of registered shares. To the knowledge of the Holding Company, the beneficial owners holding more than 3% of the voting rights of the Holding Company as of March 31, 2021 were as follows:

Name	Number of Shares ⁽¹⁾	Percentage of Voting Rights ⁽²⁾	Relevant Date
BlackRock, Inc. ⁽³⁾	12,444,279	7.2%	December 31, 2020
The Capital Group Companies, Inc. ⁽⁴⁾	5,246,538	3.0%	March 9, 2021
UBS Fund Management (Switzerland) AG ⁽⁵⁾	5,239,853	3.0%	September 29, 2014

(1) Financial instruments other than shares are not taken into consideration for the calculation of the relevant shareholdings.

(2) Shareholdings are calculated based on the aggregate number of voting rights entered into the Swiss commercial register. This aggregate number was 173,106,620 voting rights as of March 31, 2021.

(3) The number of shares held by BlackRock, Inc. is based on the number of shares reported as beneficially owned by BlackRock, Inc. and its subsidiaries on a Schedule 13G filed with the U.S. Securities and Exchange Commission on January 29, 2021.

(4) The number of shares held by The Capital Group Companies, Inc. is based on a notification filed with the SIX Swiss Exchange Regulation on March 12, 2021.

(5) The number of shares held by UBS Fund Management (Switzerland) AG is based on a notification filed with the SIX Exchange Regulation on October 7, 2014.

The Federal Act on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading of June 19, 2015 requires shareholders who own or have discretionary authority to exercise voting rights exceeding certain percentage thresholds of a company incorporated in Switzerland whose shares are listed on a stock exchange in Switzerland to notify the company and the relevant Swiss exchange of such holdings. Following receipt of this notification, the Holding Company is required to inform the public.

Note 9 - Share Ownership of Board Members and Group Management Team:

The following tables set forth the shares and options held by each of the individual members of the Board of Directors and the Group Management Team as of March 31, 2021 and 2020:

	As of March 31, 2021			
	Shares Held	Options, PRSUs and RSUs Held ⁽¹⁾	Exercise Price	Fiscal Years of Expiration
Non-Group Management Team Members of the Board of Directors:				
Patrick Aebischer	17,373	3,144	n/a	n/a
Wendy Becker	12,724	3,144	n/a	n/a
Edouard Bugnion	32,688	3,144	n/a	n/a
Riet Cadonau ⁽²⁾	—	—	n/a	n/a
Guerrino De Luca ⁽³⁾	77,022	34,333	n/a	n/a
Guy Gecht	3,437	3,144	n/a	n/a
Didier Hirsch	3,736	3,144	n/a	n/a
Neil Hunt	66,440	3,144	n/a	n/a
Marjorie Lao	5,908	3,144	n/a	n/a
Neela Montgomery	5,632	3,144	n/a	n/a
Michael Polk	4,615	3,144	n/a	n/a
Deborah Thomas ⁽⁴⁾	—	3,144	n/a	n/a
Total Non-Group Management Team Members of the Board of Directors	229,575	65,773		
Members of the Group Management Team:				
Bracken Darrell ⁽⁵⁾	674,226	384,264	n/a	n/a
Nathan Olmstead	10,407	97,374	n/a	n/a
Prakash Arunkundrum ⁽⁶⁾	12,239	132,602	\$38.65	2029
Samantha Harnett ⁽⁷⁾	—	16,470	n/a	n/a
Total Group Management Team	696,872	630,710		

- (1) Each option provides the right to purchase one share at the exercise price. For Mr. Arunkundrum, 50% of the time-based options granted under the Logitech International S.A. 2006 Stock Incentive Plan before Mr. Arunkundrum became a member of the Group Management Team became exercisable in two equal annual installments from the date of grant and 50% of the time-based options will become exercisable on the third anniversary of the grant date. PRSUs granted to executive officers (including members of the Group Management Team and Mr. De Luca) are performance-based restricted stock units that may vest upon meeting certain operating performance criteria and share price performance criteria measured against market conditions at the end of three years from the grant date. RSUs granted to executive officers are time-based restricted stock units that vest in four equal annual installments from the date of grant. RSUs granted to non-executive Directors vest in one annual installment.

Note 9 - Share Ownership of Board Members and Group Management Team: (Continued)

- (2) Mr. Riet Cadonau was elected to the Board at the Annual General Meeting in September 2020 but, as reported at the time of his nomination and election, he did not join the Board until April 1, 2021 and did not receive any compensation, including equity awards, in fiscal year 2021. On April 15, 2021, he was granted 863 RSUs as a pro-rated equity grant for the Board year from the 2021 Annual General Meeting to the 2022 Annual General Meeting.
- (3) Mr. Guerrino De Luca did not stand for re-election as a director at the Annual General Meeting in September 2020. He was an executive member of the Board of Directors prior to fiscal year 2021 and was an employee member of the Board of Directors during fiscal year 2021, until September 2020, and his compensation, including equity awards, was structured similarly to employees of the Company.
- (4) Ms. Deborah Thomas was first elected as a director at the Annual General Meeting in September 2020.
- (5) Mr. Bracken Darrell, Logitech's President and Chief Executive Officer, is also a member of the Board of Directors.
- (6) Mr. Prakash Arunkundrum was appointed as a member of the Group Management Team on May 27, 2020.
- (7) Ms. Samantha Harnett joined the Company as General Counsel on June 22, 2020 and was appointed as a member of the Group Management Team on July 1, 2020.

Note 9 - Share Ownership of Board Members and Group Management Team: (Continued)

	As of March 31, 2020			
	Shares Held	Options, PRSUs and RSUs Held ⁽¹⁾	Exercise Price	Fiscal Years of Expiration
Non-Group Management Team Members of the Board of Directors:				
Patrick Aebischer	12,657	4,982	n/a	n/a
Wendy Becker	7,508	4,982	n/a	n/a
Edouard Bugnion	28,003	4,982	n/a	n/a
Guerrino De Luca ⁽²⁾	322,896	170,290	\$7.83	2023
Guy Gecht ⁽³⁾	—	4,982	n/a	n/a
Didier Hirsch	18,971	4,982	n/a	n/a
Neil Hunt	63,001	4,982	n/a	n/a
Marjorie Lao	2,469	4,982	n/a	n/a
Neela Montgomery	5,693	4,982	n/a	n/a
Dimitri Panayotopoulos ⁽⁴⁾	33,897	—	n/a	n/a
Mike Polk ⁽³⁾	—	4,982		
Lung Yeh ⁽⁵⁾	18,800	—	n/a	n/a
Total Non-Group Management Team Members of the Board of Directors	<u>513,895</u>	<u>215,128</u>		
Members of the Group Management Team:				
Bracken Darrell ⁽⁶⁾	558,442	1,602,257	\$14.05-\$20.08	2023
Nathan Olmstead ⁽⁷⁾	—	84,092	n/a	n/a
Vincent Pilette ⁽⁸⁾	141,492	—	n/a	n/a
Total Group Management Team	<u>699,934</u>	<u>1,686,349</u>		

Note 9 - Share Ownership of Board Members and Group Management Team: (Continued)

- (1) Each option provides the right to purchase one share at the exercise price. For Mr. Guerrino De Luca, market-based options granted under the Logitech International S.A. 2006 Stock Incentive Plan became exercisable at the later of two years from the grant date or upon meeting certain minimum share price performance criteria. For Mr. Bracken Darrell, some options became exercisable over four years in equal annual installments from the date of grant, and premium-priced stock options granted under the Logitech International S.A. 2012 Stock Inducement Equity Plan vested if and only when Logitech's average closing share price, over a consecutive ninety-day trading period, met or exceeded the exercise price of the applicable tranche of the three tranches of the grant. PRSUs granted to executive officers (including members of the Group Management Team and Mr. De Luca) are market-based restricted stock units that may vest upon meeting certain minimum share price performance criteria measured against market conditions at the end of three years from the grant date, performance-based restricted stock units that may vest upon the later of one to three years from the grant date or upon meeting certain operating performance criteria, and performance-based restricted stock units that may vest upon meeting certain operating performance criteria and share price performance criteria measured against market conditions at the end of three years from the grant date. RSUs granted to executive officers are time-based restricted stock units that vest in four equal annual installments from the date of grant. RSUs granted to non-executive Directors vest in one annual installment.
- (2) Mr. Guerrino De Luca was an executive member of the Board of Directors through fiscal year 2020 and his compensation, including equity awards, was structured similarly to the members of the Group Management Team.
- (3) Mr. Guy Gecht and Mr. Michael Polk were first elected as directors at the Annual General Meeting in September 2019.
- (4) Mr. Dimitri Panayotopoulos resigned as a director in June 2019.
- (5) Mr. Lung Yeh did not stand for re-election as a director at the Annual General Meeting in September 2019.
- (6) Mr. Bracken Darrell, Logitech's President and Chief Executive Officer, is also a member of the Board of Directors.
- (7) Mr. Nate Olmstead joined the Company as head of Financial Planning & Analysis on April 1, 2019, was appointed as the Company's interim Chief Financial Officer, effective as of June 1, 2019, and was appointed as the Company's Chief Financial Officer and a member of the Group Management Team on July 22, 2019.
- (8) Mr. Vincent Pilette resigned from the Group Management Team, effective as of May 17, 2019.

Note 10 - Full-time equivalents:

Logitech International S.A. does not have any employees.

Note 11 - Covid-19:

In March 2020, the World Health Organization declared the outbreak of a novel coronavirus ("COVID-19") as a pandemic, which continues to spread throughout the world. The spread of COVID-19 has caused public health officials to recommend precautions to mitigate the spread of the virus and, in certain markets in which we operate, government authorities have from time to time issued orders that require the closure of or restrictions on non-essential businesses and people to be quarantined or to shelter-at-home. The COVID-19 pandemic has curtailed global economic activity, caused volatility and disruption in global financial and commercial markets, and is likely to continue to cause uncertainty for an indeterminate amount of time. We are conducting our business with substantial modifications, such as employee remote work in non-manufacturing facilities and travel limitations, among other changes. We are continuing to actively monitor the situation and may take further actions that alter our business operations as may be required by federal, state or local authorities in the countries in which we operate, or that we determine are in the best interest of our employees, customers, partners, suppliers or shareholders.

Note 11 - Covid-19: (Continued)

In fiscal year 2021, we experienced disruptions to our supply chain and logistics services, inventory constraints and increased logistics costs as we attempted to address the effects of COVID-19. At the same time, due to the shelter-at-home requirements or other restrictions in many countries, there has been acceleration of work-from-anywhere, study-from-anywhere, gaming, video collaboration and streaming trends and high demand and consumption of certain of our products that have led to increased sales and operating income. While it is not yet clear how long the positive demand dynamics will continue, we expect the increased logistics costs and other effects to continue through fiscal year 2022. In addition, if the positive demand does not continue during fiscal year 2022, it may lead to higher promotions, or excess inventories, or both, which will have an adverse impact on our results of operations. It is difficult to predict the progression, the duration and all of the effects of COVID-19, when business restrictions and shelter-at-home guidelines may be eased or lifted on a global basis, and how consumer demand, inventory and logistical effects and costs may evolve over time, or the impact on our future sales and results of operations. The full extent of the impact of COVID-19 on our business and our operational and financial performance is currently uncertain and will depend on many factors outside our control.

Note 12 - Subsequent Events:

On April 28, 2021, the Holding Company Board of Directors approved an increase in the 2020 share buyback program to an aggregate of \$1.0 billion to purchase up to 17.3 million of Logitech shares, subject to approval of the Swiss Takeover Board, which, when the amendment becomes effective, would leave CHF 835.4 million still available for repurchase under the 2020 share buyback program as of 28th April, 2021.

PROPOSAL OF THE BOARD OF DIRECTORS FOR APPROPRIATION OF RETAINED EARNINGS

The proposal of the Board of Directors for appropriation of retained earnings was as follows for the fiscal year 2021 (in thousands):

	Year ended March 31, 2021	
Available earnings brought forward	CHF	962,286
Profit for the year		231,237
Retained earnings available at end of fiscal year 2020		1,193,523
Proposed dividend ⁽¹⁾		(147,000)
Balance of retained earnings to be carried forward	CHF	1,046,523

(1) The Board of Directors proposes a distribution of an aggregate gross dividend of CHF 147,000,000 or approximately CHF 0.8734 per share. The per share estimate is based on 168,307,897 shares outstanding, net of treasury shares, as of March 31, 2021.

logitech®