

From Smart Metering ...

A TOSHIBA Group Company

Turnover 2011

1.6 bn USD

- Americas 47%
- EMEA 35%
- AsiaPacific 17%

R&D

7% of sales

Customers

Over 8000

Employees

>5,000

R&D resources

850 in 17 R&D centers

Manufacturing sites

16

Operating entities

In 31 countries

Sales offices

73

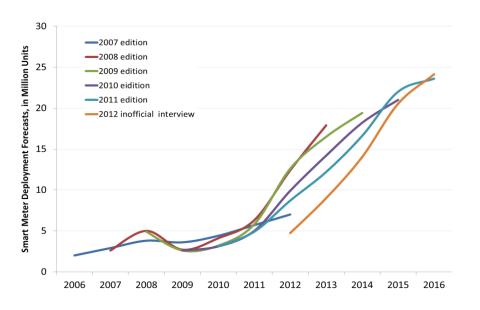
More then a century of expertise in metering

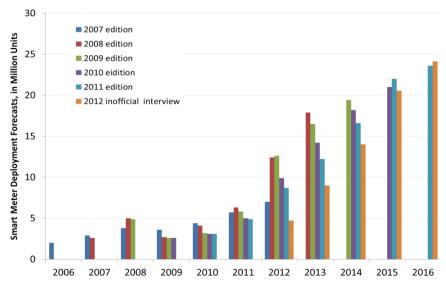
- 300 million installed electricity meters
- 25+ years experience in Smart Metering



The European Smart Metering Market Forecast is shifting Year-on-Year (whilst the EU 3rd energy package targets remains)







Berg Insight market view 2012

Examples:

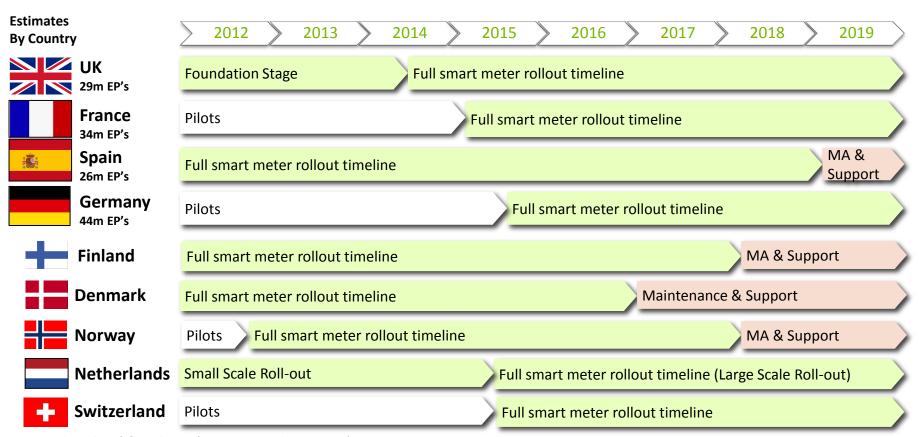
UK: Delay to finalization of market model + definition of standard France: Postponement of next Linky (ERDF, France) tender by > 1 year

Spain: Push out of Iberdrola (Spain) / GNF (Gas Natural Fenosa) plans, economic slow down

Germany: In transition to a secure smart metering concept

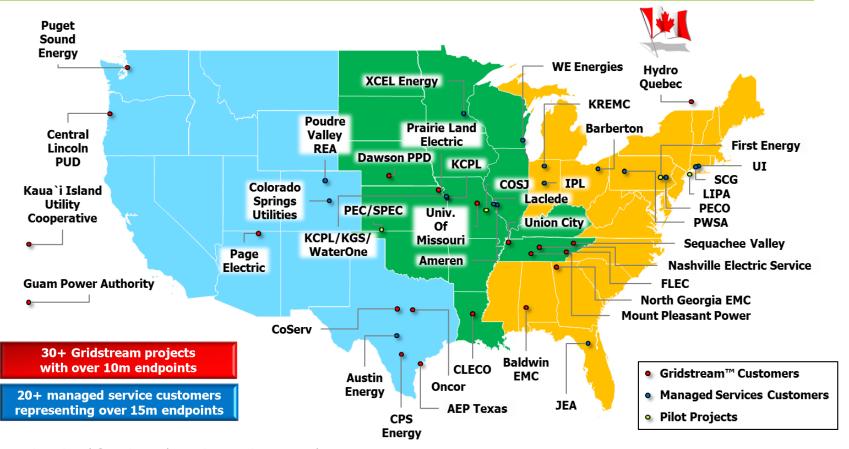
Smart Metering in Europe – Current Roadmaps





L+G's Systems & Services Customer Base in North America

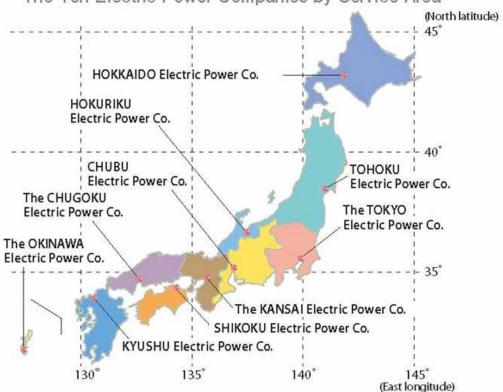




And Japan?







Utility	Scale (Residential)
Hokkaido	3.66 M
Tohoku	6.74 M
Tokyo	27.44 M
Chubu	9.46 M
Hokuriku	1.81 M
Kansai	12.77 M
Shikoku	2.73 M
Kyushu	8.23 M

... to Smart Grid

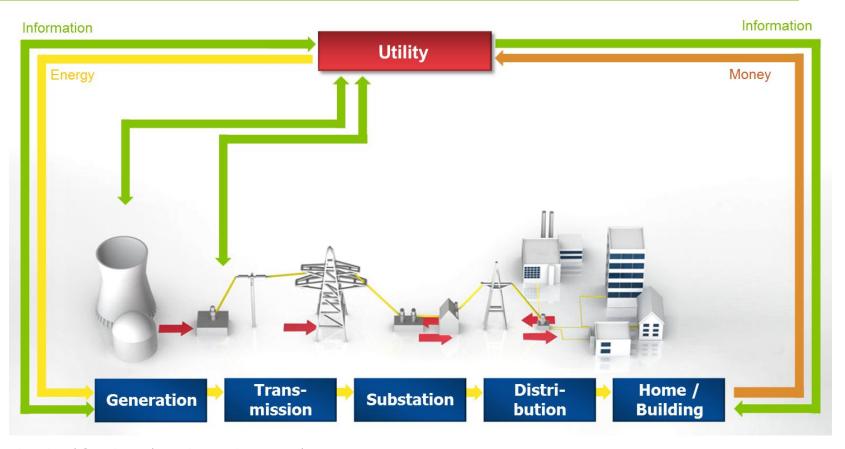
A smart grid is an <u>electrical grid</u> that uses <u>information and communications technology</u> to gather and act on information, such as information about the behaviors of suppliers and consumers, in an automated fashion to improve the efficiency, reliability, economics, and sustainability of the production and distribution of electricity.

Source: Wikipedia



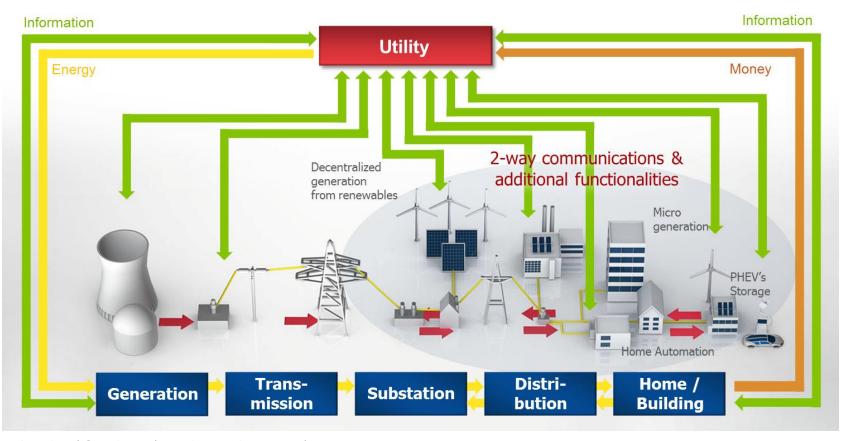
The Past





The Future





The Smart Grid Ecosystem Today





BAE SYSTEMS

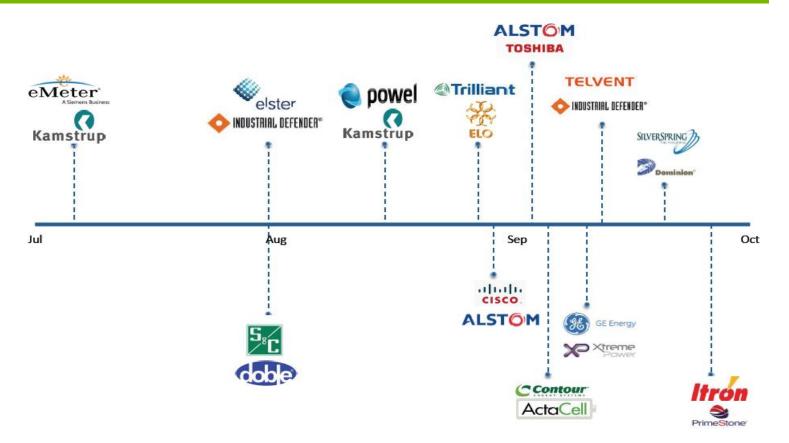


Utility Infrastructure Consumer

(I)

2H12: As Investment Activity Declines ... Partnerships Flourish





The Way Forward ...





Challenge #1

When should I start deploying SG tech?



Advice #1

Deploy asap: basis for new business

Challenge #2

What SG spec's should I use?

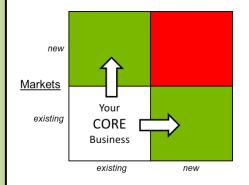


Advice #2

Apply standards, build in flexibility

Challenge #3

How to develop my SG business?



Advice #3

As an incumbent, evolve from core



Thank you for your attention

