

# 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

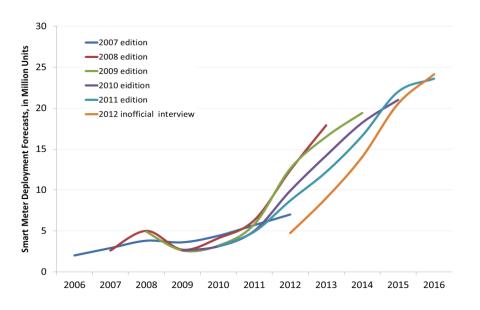
### More then a century of expertise in metering

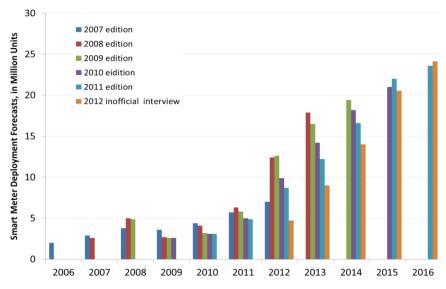
- 300 million installed electricity meters
- 25+ years experience in Smart Metering



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







Berg Insight market view 2012

#### **Examples:**

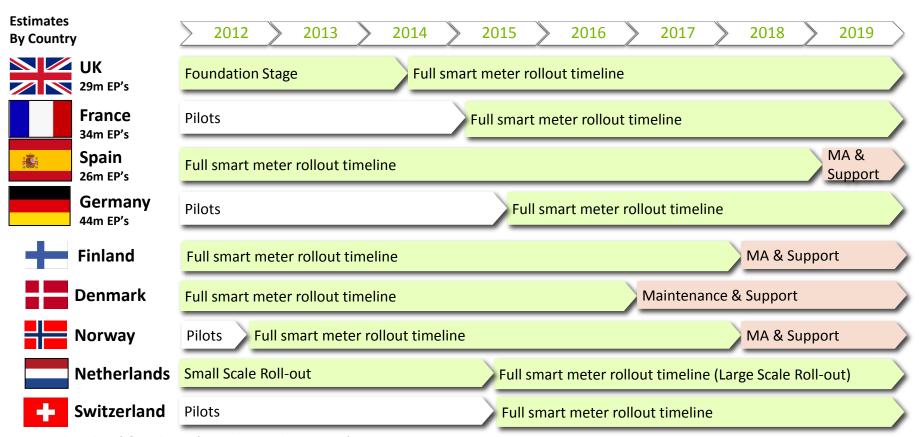
UK: Delay to finalization of market model + definition of standard France: Postponement of next Linky (ERDF, France) tender by > 1 year

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

Germany: In transition to a secure smart metering concept

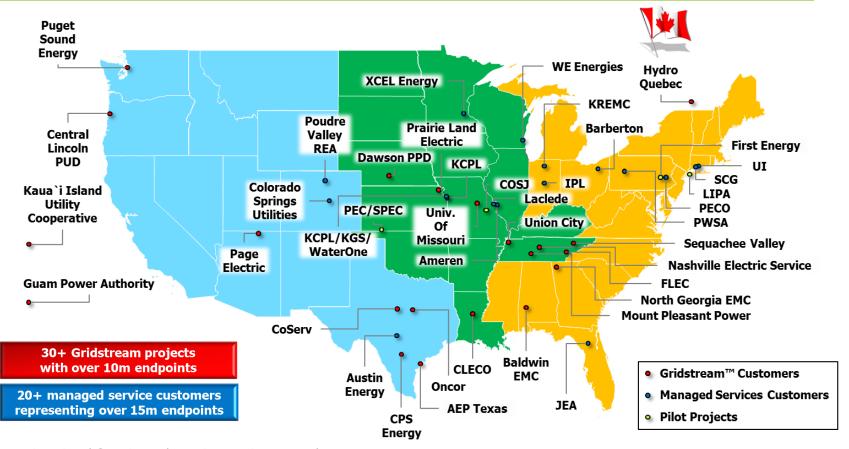
# Smart Metering in Europe – Current Roadmaps





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

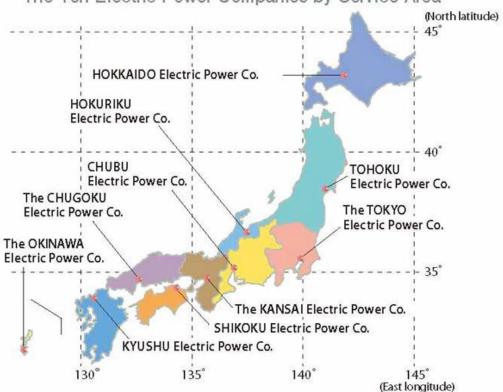




# And Japan?







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

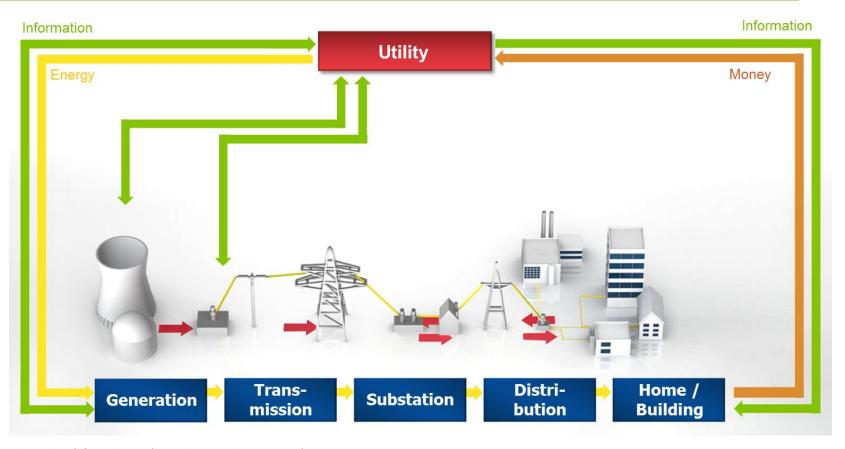
A smart grid is an <u>electrical grid</u> that uses <u>information and communications technology</u> to gather and act on information, such as information about the behaviors of suppliers and consumers, in an automated fashion to improve the efficiency, reliability, economics, and sustainability of the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

Source: Wikipedia



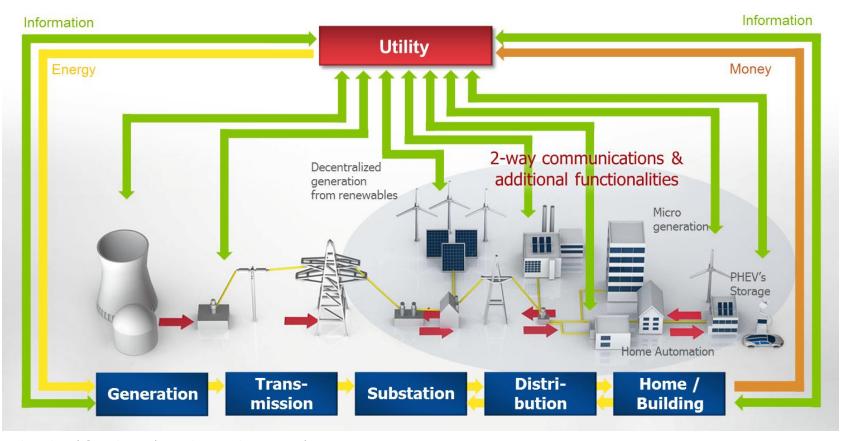
# The Past





## The Future





# The Smart Grid Ecosystem Today





BAE SYSTEMS

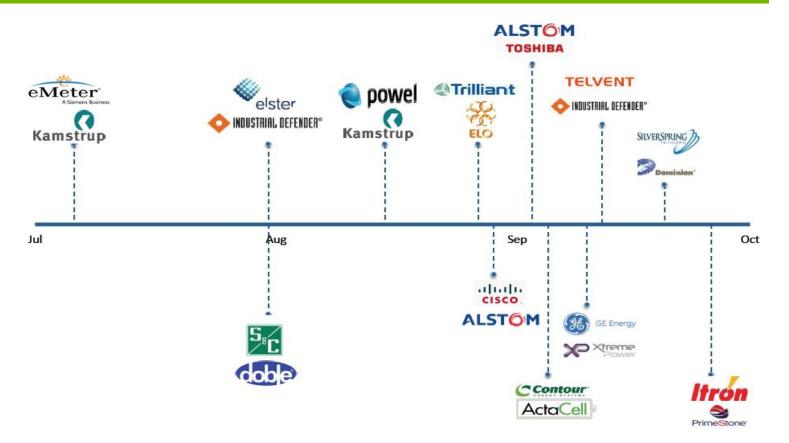


Utility Infrastructure Consumer

(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?

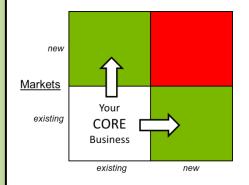


Advice #2

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

