

Smart Metering – a technology life requires

Andreas Umbach, President & CEO

Landis+Gyr – Global Leader in Smart Metering



Landis+Gyr is...



...the global smart metering leader and a smart grid pioneer



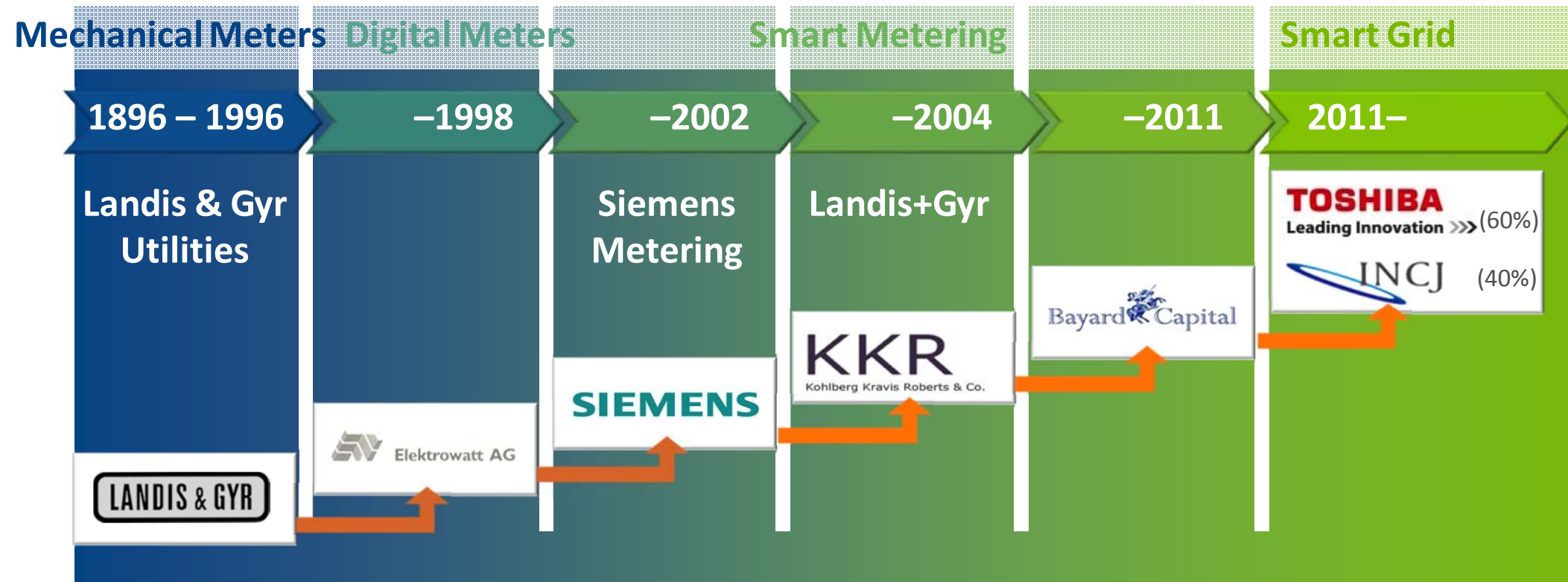
- Business to business with focus on electricity utility
- Energy measurement and management solutions

Global base of 3'500+ utility customers



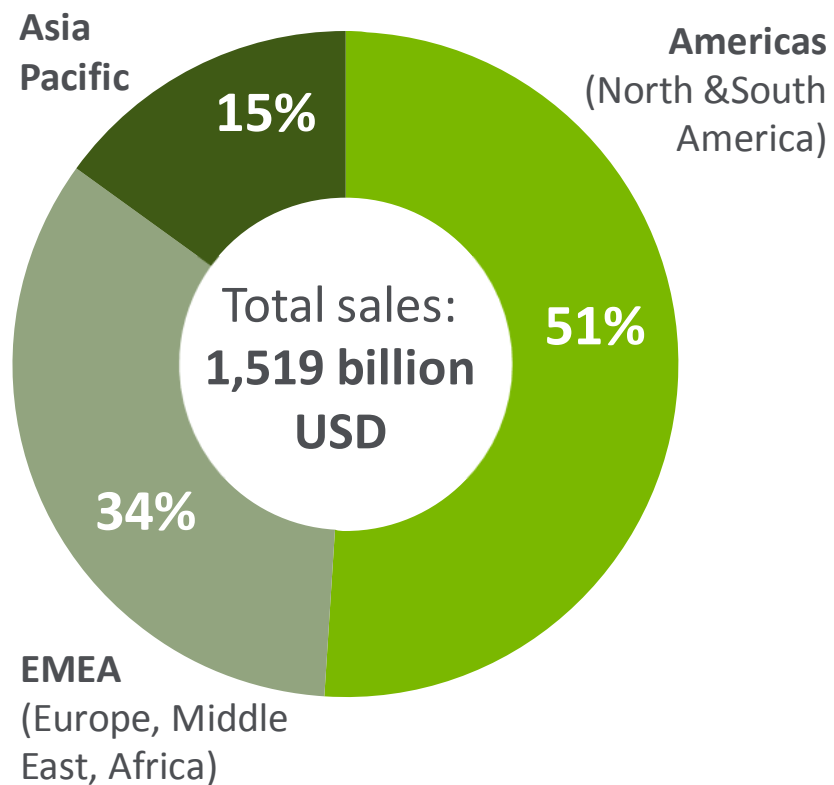
Our Company History

A transforming business in a changing environment



Facts & Figures BY 2014/15

Sales by region



Key figures

	2014/15
Sales	1,519 mUSD
R&D in % of Sales	9.7%
R&D centers	25
Manufacturing sites	16
Sales offices	73
Employees	5,700

Landis+Gyr and Toshiba

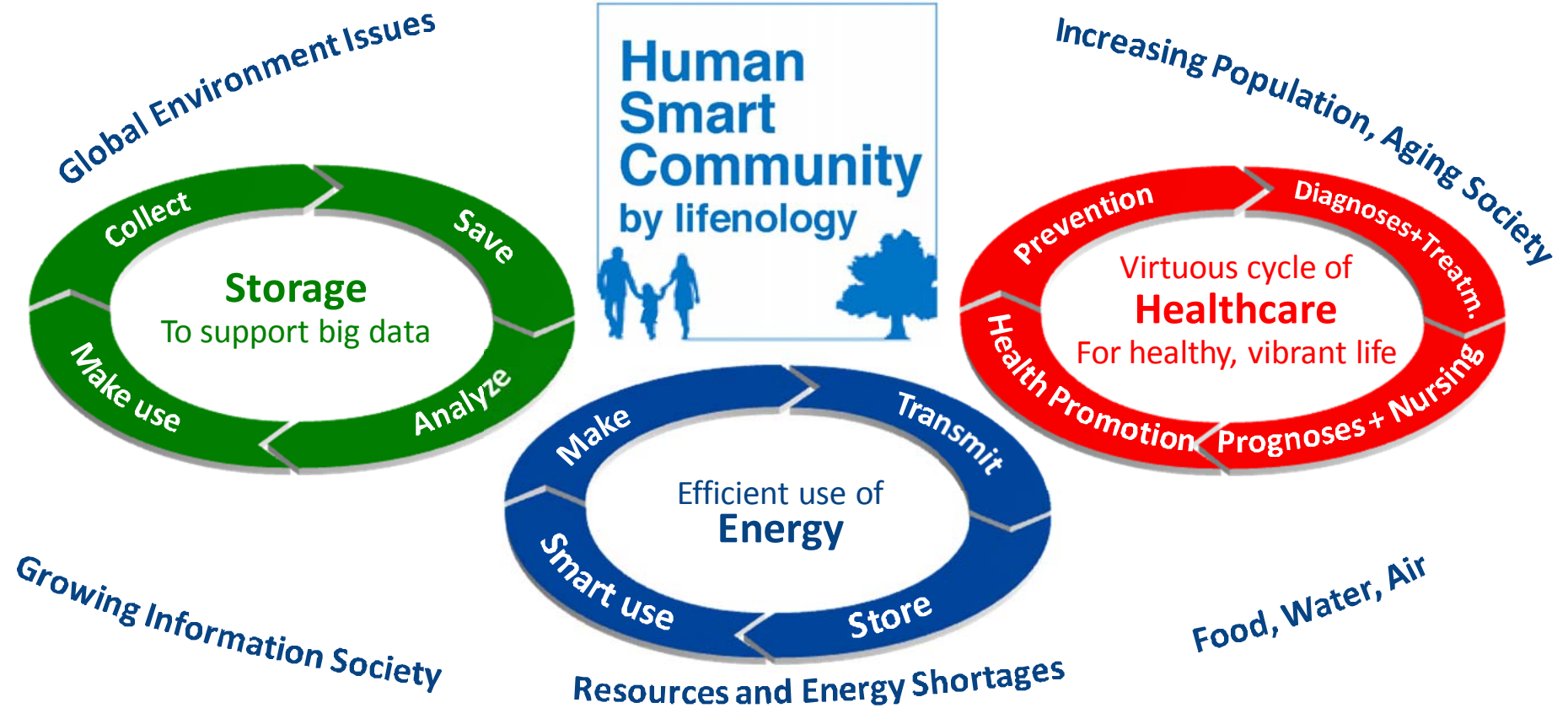
- providing solutions live requires



Toshiba Corporation – Company Outline

■ Established	July, 1875
■ President & CEO	Hisao Tanaka
■ Number of Employees	About 200,000 (as of March 2014)
■ Sales(FY13)	USD 63,1 billion
■ Total Sales by Business Segment	
■ Energy & Infrastructure - Landis+Gyr	USD 17,7 bn
■ Community Solutions	USD 13,2 bn
■ Healthcare Systems & Services	USD 4,0 bn
■ Electronic Devices & Components	USD 16,4 bn
■ Lifestyle Products & Services	USD 12,8 bn
■ Others	USD 4,9 bn

Toshiba's Vision



Safe, secure and comfortable: The technology life requires

Smart Grid ready Comms Network: Tepco (JPN)

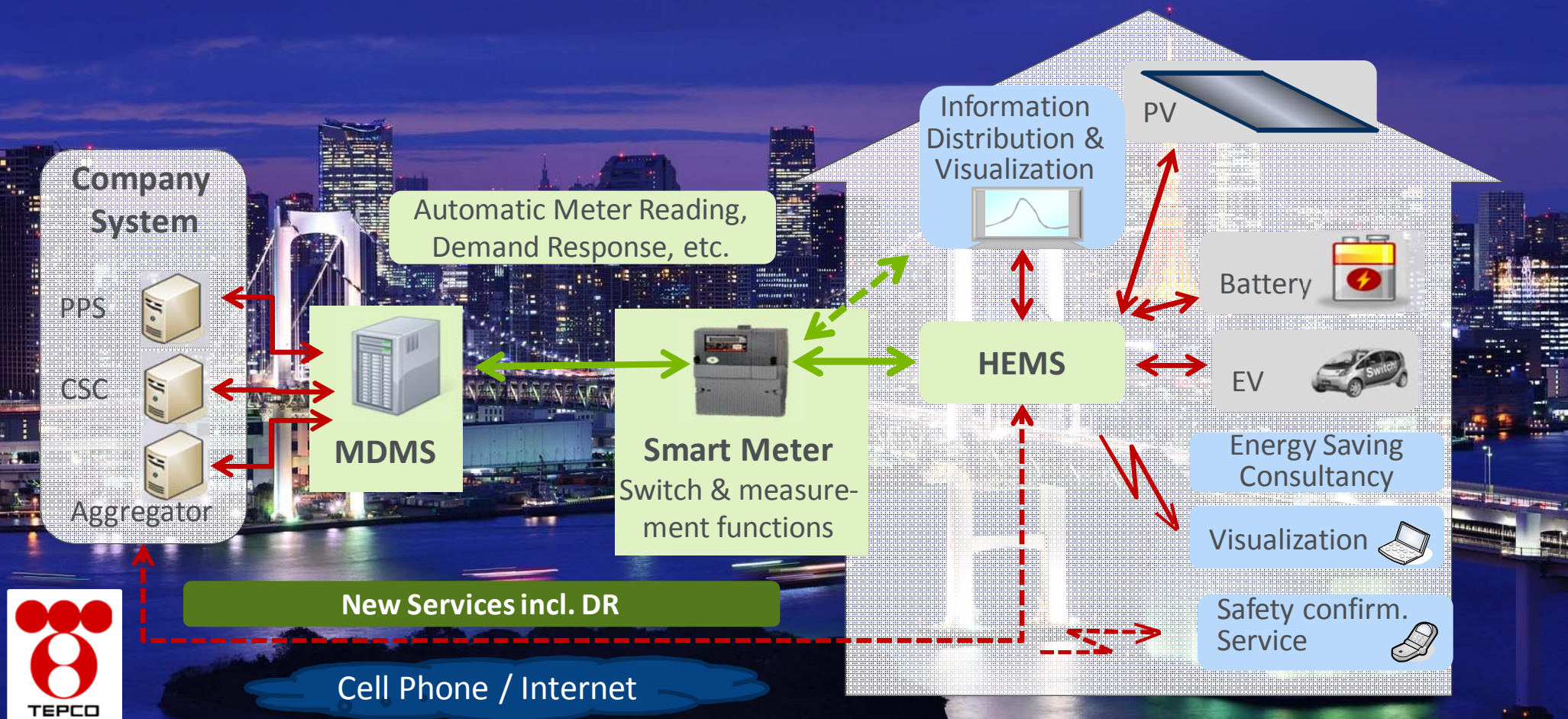
Tokyo Electric Company (TEPCO): TEPCO is the biggest electric utility in Japan servicing close to 29 mm customers. TEPCO employs 38'000 people and operates various hydro, thermo and nuclear power plants.



Challenges

- Creating a 'future ready' end-to-end energy management platform
- Linking 27 million meters, utility enterprise platforms and smart devices in homes and businesses
- Combine different communication technologies – RF Mesh, PLC, cellular

Smart Grid ready Comms Network: Tepco (JPN)



Smart Grid ready Comms Network: Tepco (JPN)

Key benefits for end customers

- Optimal Choice among various pricing plans
- Promotion of energy saving by visualization of consumption
- Various value adding services

Key benefits for Tepco

- Improvement of business efficiency and service levels
- Reduction of capital investment
- Cration of new sources for profitable business/services

Key benefits for society

- Reform of electricity system to allow for energy saving society
- Revitalization of related industry
- Improvement of social infrastructure

Cultural Experiences

*At Landis+Gyr we understand
and respect cultural diversity
- and do never rate them*



Landis+Gyr and / versus Toshiba



**I know
there is strength
in the differences
between us.**

**I know
there is comfort,
where we overlap.**



Ani DiFranco
*American, Grammy Award
winning singer, guitarist,
and songwriter, born in 1970*

Landis+Gyr's Management Team



Diversity

Age

Nationalities

Gender

Decision Making



- Decision: Point in Time
- Speed of Decision Making
- Escalation: Upwards

- Deciding with Factual Gaps
= **Brave Manager**



- Decision: Process
- Precision of Decision Making
- Escalation: Push downwards
to Subject Matter Experts

- Deciding with Factual Gaps
= **Unprofessional / Superficial**

Cultural Differences: Meetings



- Focus on Decision Making

- Important Meeting:
= few Participants

- Focus on Exchange of Information

- Important Meeting:
= more Participants

Cultural Differences: Managerial Values



- Evaluation based on Output & Results
- Promoting the “Individual” to excel in a Team
“I, me, myself”

- Evaluation based on Input, Effort, Dedication
- Promoting the Team, the Company
“We”

Common Values



**Innovation
&
Customer Focus**

These are joint values on which we focus!

Toshiba's Management Vision for Smart Communities

Energy



Smart Community

ICT / Cloud

Data Storage

Data center
Server
Storage array
HDD SSD NAND
Cloud services

Healthcare

Healthcare services



Medical services



Distribution & Retailing



TV, PC, Home Appliances



Materials and Devices



Thank you for your attention

