



The Acquisition of Westinghouse

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February 8, 2006

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Position of the Nuclear Energy Business at Toshiba

Toshiba's Business Domains

Growth Businesses

Electronic Devices

Digital Products

Among world leaders
Play active role in age
of ubiquitous
connectivity

Target high growth and profitability;
the core of Toshiba Group

Stable Businesses

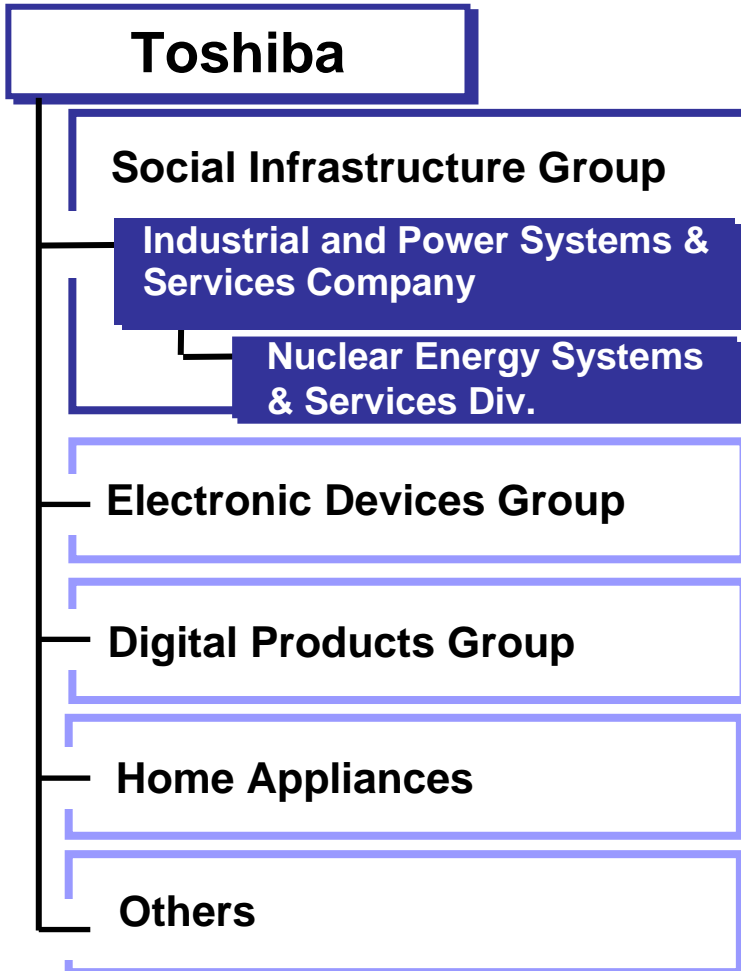
Social Infrastructure

Remain No.1 in Japan
Accelerate globalization
Cultivate new businesses

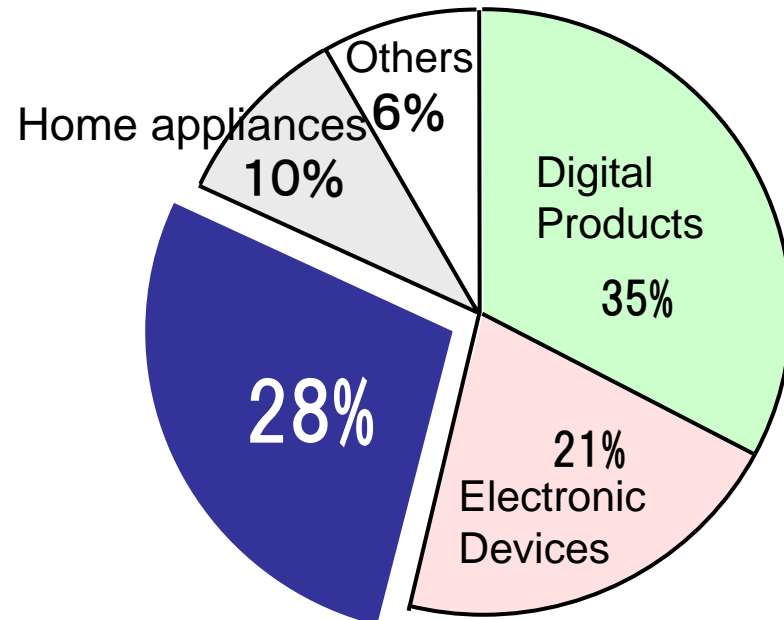
Stability and Growth

Achieve Sustained Growth in all Three Major Domains

Position of the Nuclear Energy Business at Toshiba



Sales of the Toshiba group

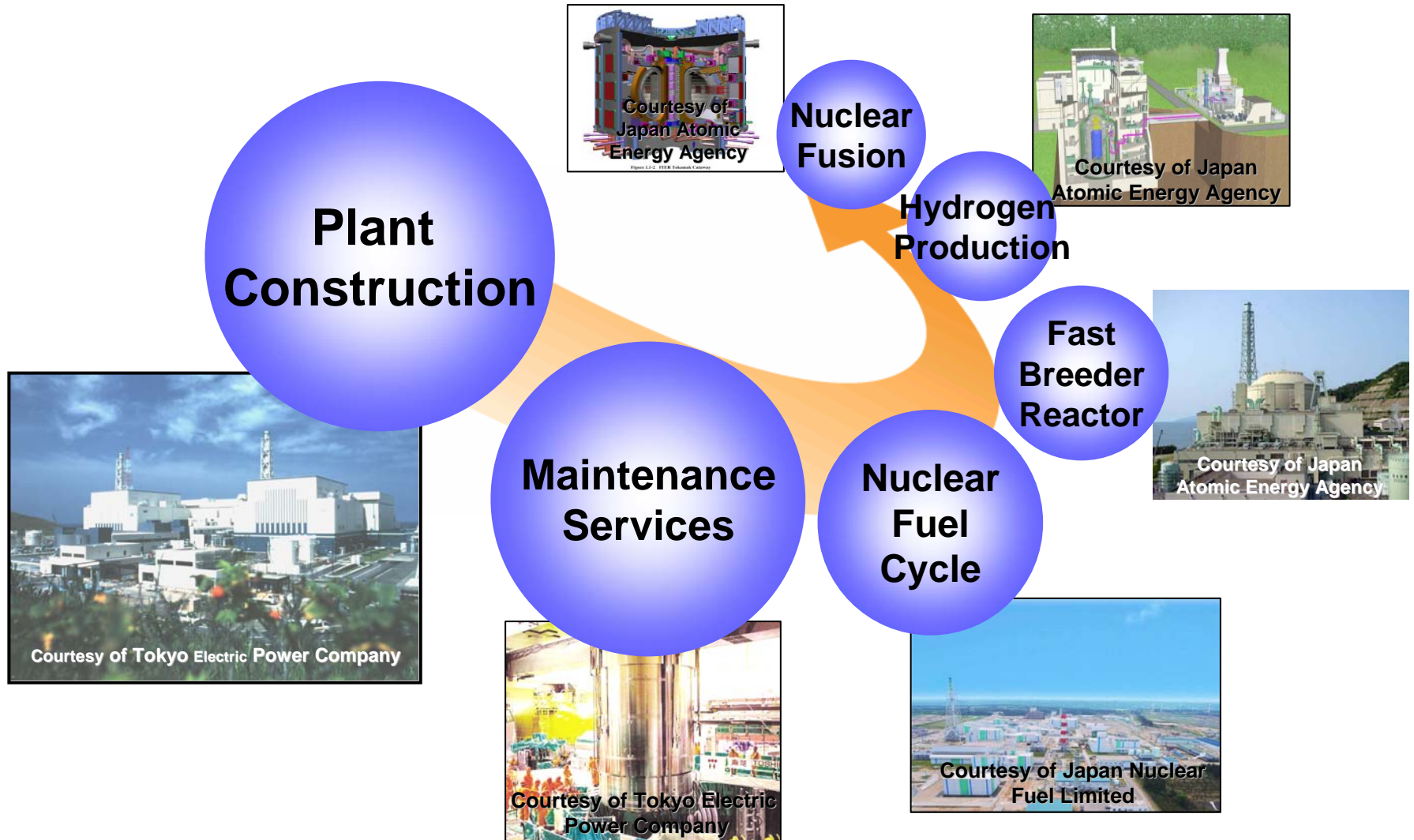


Social Infrastructure

The nuclear energy business produces sustained profit.

Toshiba's Nuclear Energy Business

Toshiba's Nuclear Energy Business



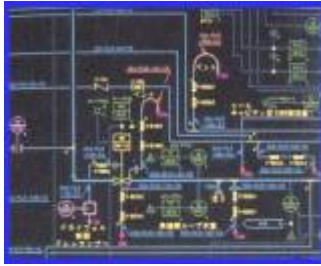
Toshiba's Light Water Reactor Business

R&D



Critical Test Apparatus

Design



System Engineering

Production & Procurement



Turbines

Construction



Construction Plan

Operation & Maintenance



Full Automatic Welding Robot in Reactor



Static Safety Test Apparatus



Plant Design



Reactor Components



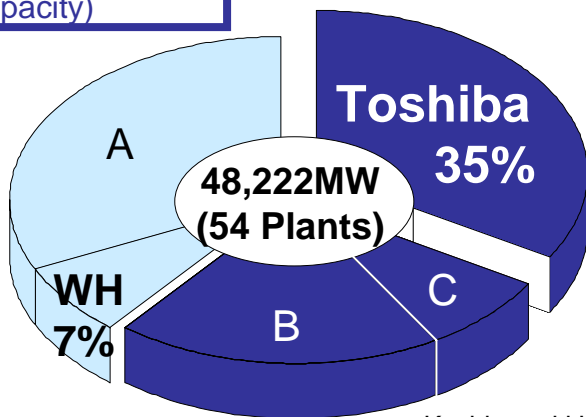
Installation of Nuclear Pressure Vessel



Inspection of Turbines

Toshiba's Sustained Success in Light Water Reactor Business

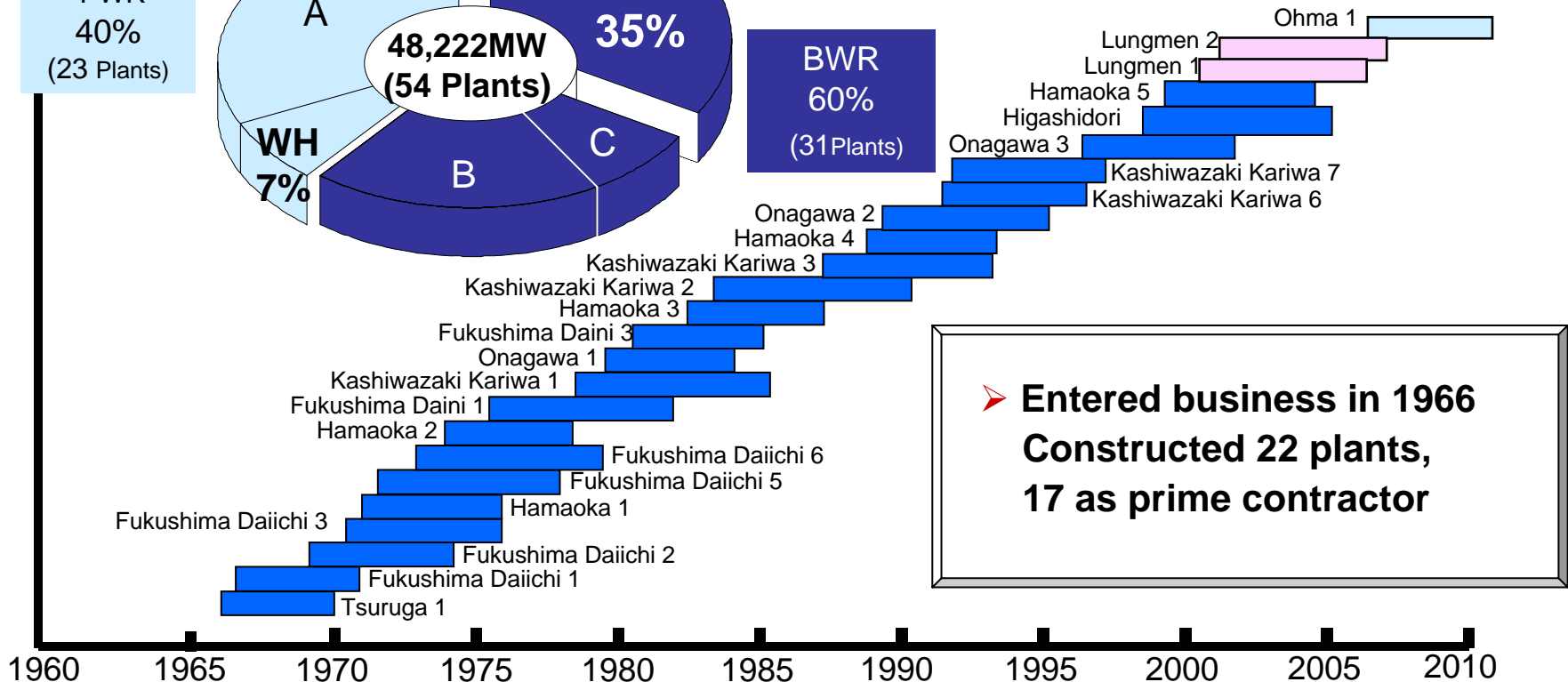
Market Share of Light Water Reactors in Japan
(installed capacity)



Plants in Operation (Blue)
Under Construction (Overseas) (Pink)
Under Construction (Japan) (Light Blue)

PWR 40%
(23 Plants)

BWR 60%
(31 Plants)



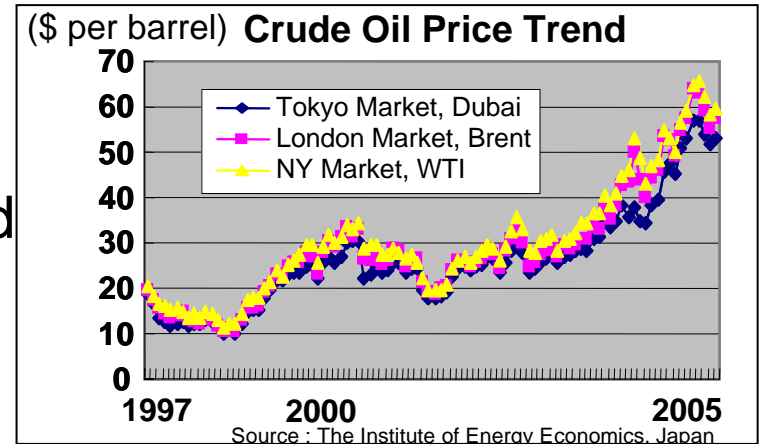
➤ **Entered business in 1966**
Constructed 22 plants,
17 as prime contractor

World-leading Technology and Manufacturability

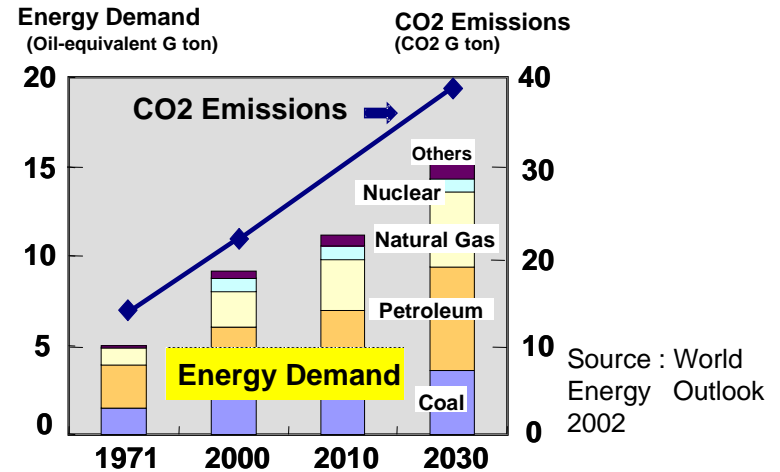
The Nuclear Energy Market

The Global Energy Environment

- Ensure energy security
 - Increasing global energy demand
 - Rising crude oil prices



- Prevent global warming
 - Increased CO2 emissions
 - Gap from commitment in Kyoto Protocol (COP3)



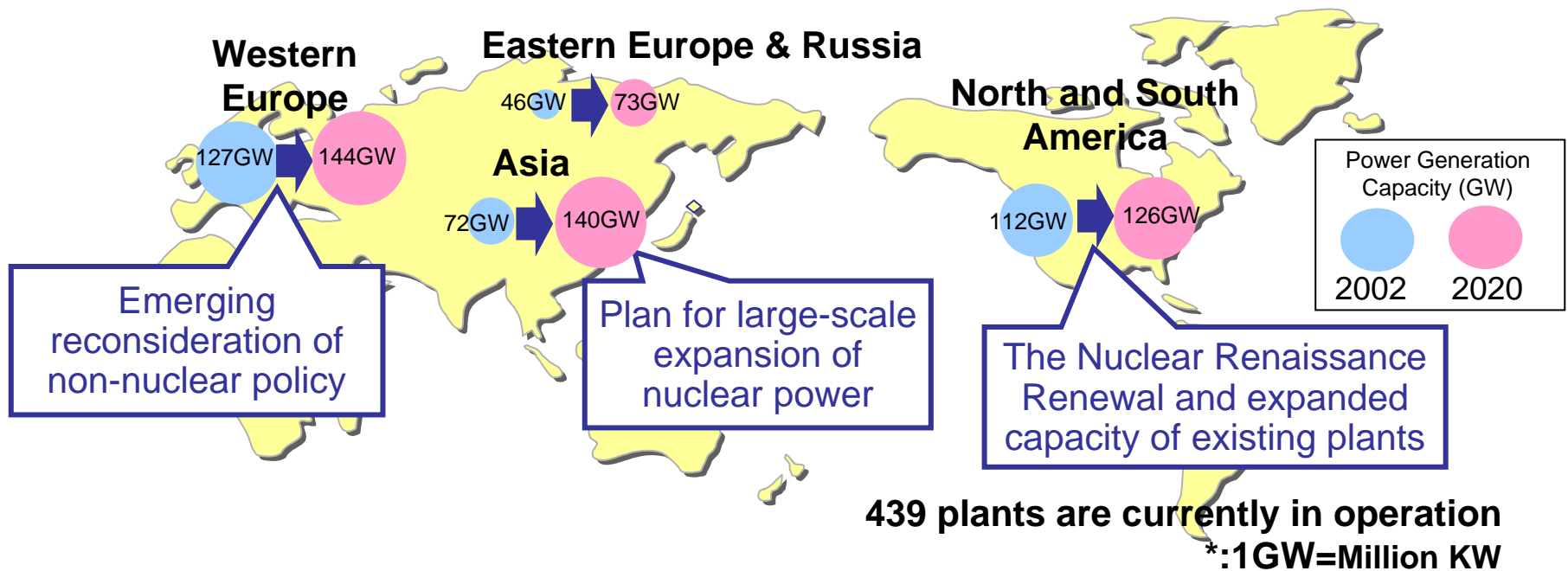
Nuclear energy is expected to play an increasingly important role as a key source of power supply

The Nuclear Power Market

- Demand for new nuclear plants is growing, as a means to help assure secure electricity supply and to mitigate global warming

Projection to 2020

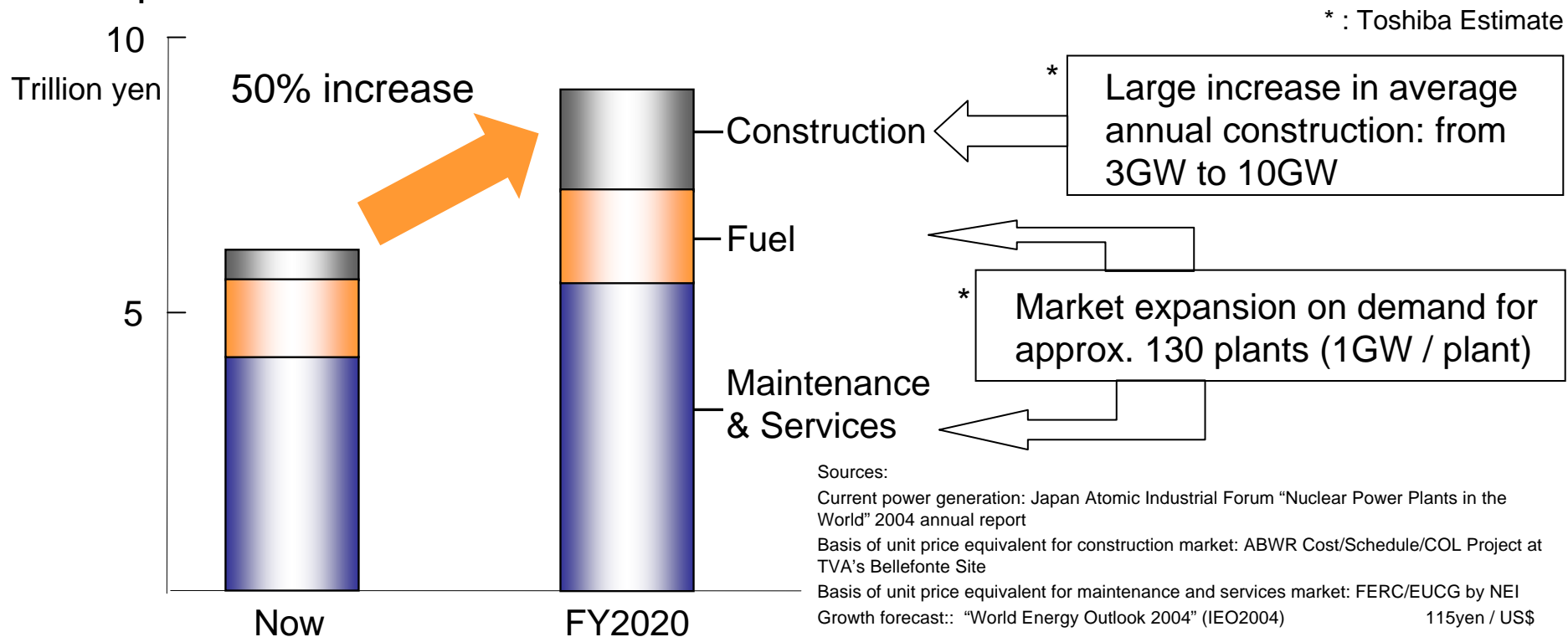
Source: World Energy Outlook 2004 (IEO2004)



Demand to 2020 is expected to increase by the equivalent of approx. 130 plants (equivalent to 1GW plants)

The Nuclear Power Market

- Significant expansion of plan constructions on increased energy demand
- Steady growth in fuel and maintenance & services market as number of plants increases

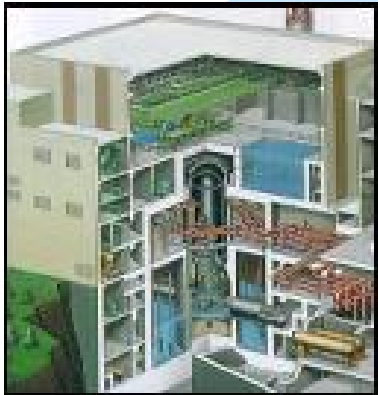


From 6 Trillion to 9 Trillion Yen Market

Intent and Overview of the Acquisition

Business Expansion and Enhanced Competitiveness

TOSHIBA



ABWR

BWR Business
Construction ABWR
Maintenance & Services

Mainly PWR Business
Construction AP1000
Maintenance & Services



AP1000

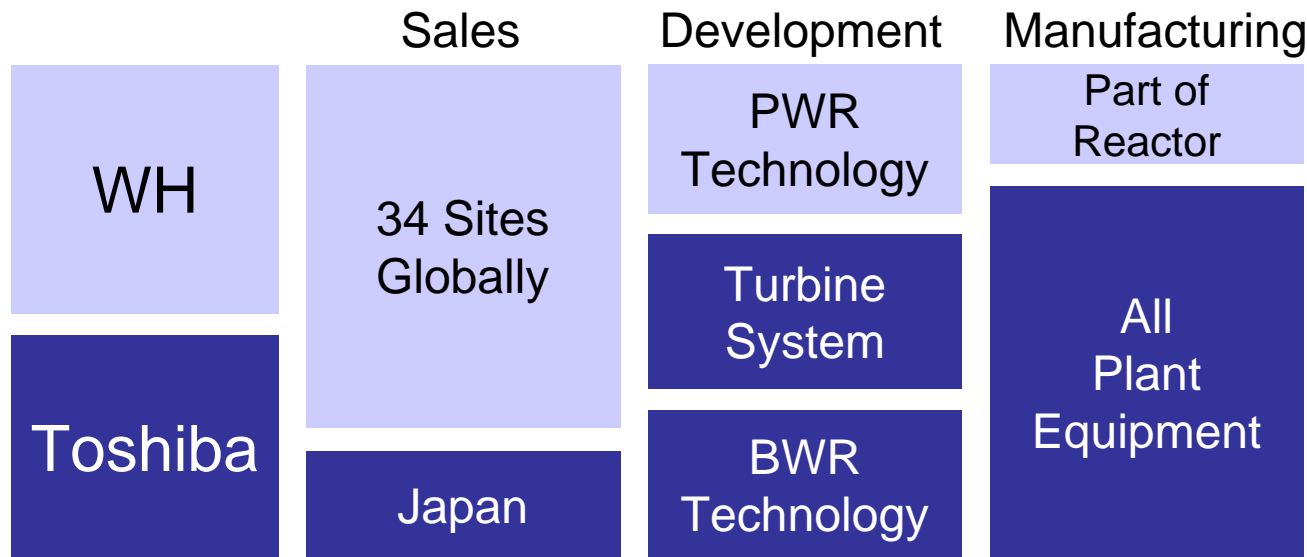
The Global Leader, Promoting Both BWR and PWR Technologies

Business Scope of Toshiba and WH

Sales: Global sales network of 34 sites in 14 countries

Development: Both PWR and BWR technologies

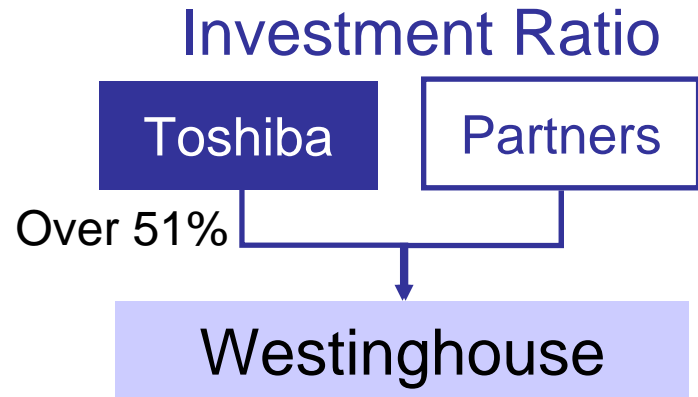
Manufacturing: Comprehensive manufacturing capabilities



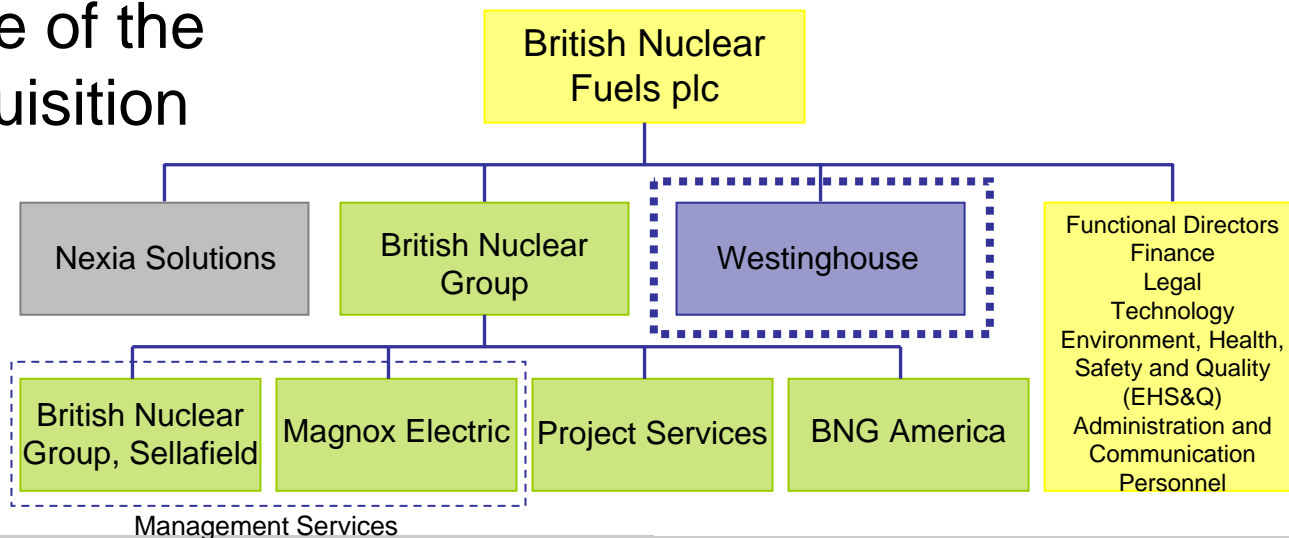
Complementary Relationship in All Aspects of Sales, Development and Manufacturing

Outline of the Acquisition

- The Acquisition Value
\$5.4B (621b yen) (\$1=115 yen)
- Partners (Planned)
US Company, Trading Company and Others



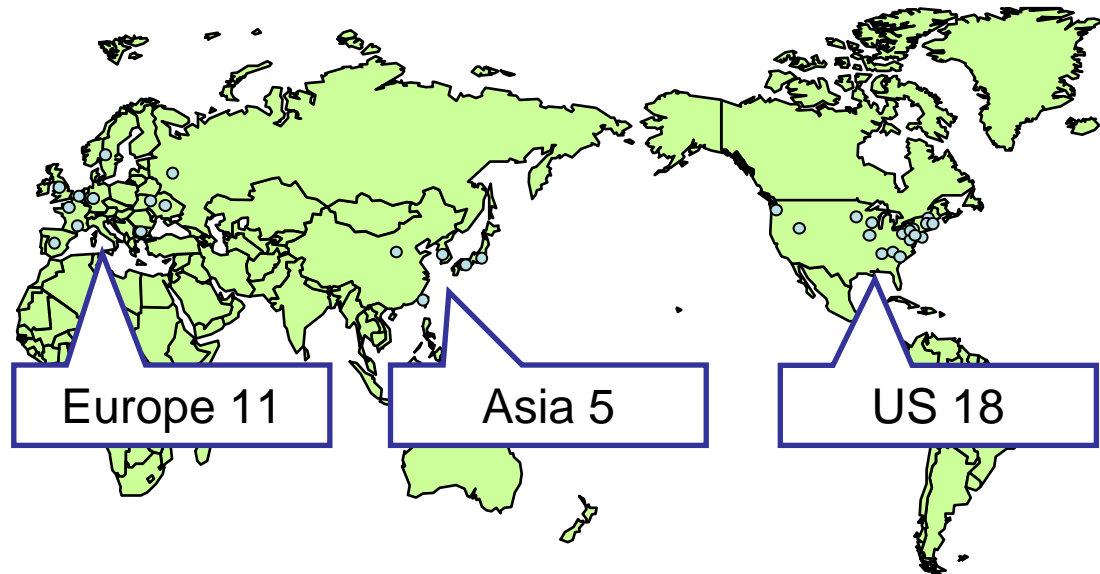
Scope of the Acquisition



Outline of Westinghouse's Business

Sales: About US\$1,800M
Total Assets: About US\$3,000M
Construction Record: 98 Plants (PWR 88, BWR 10)

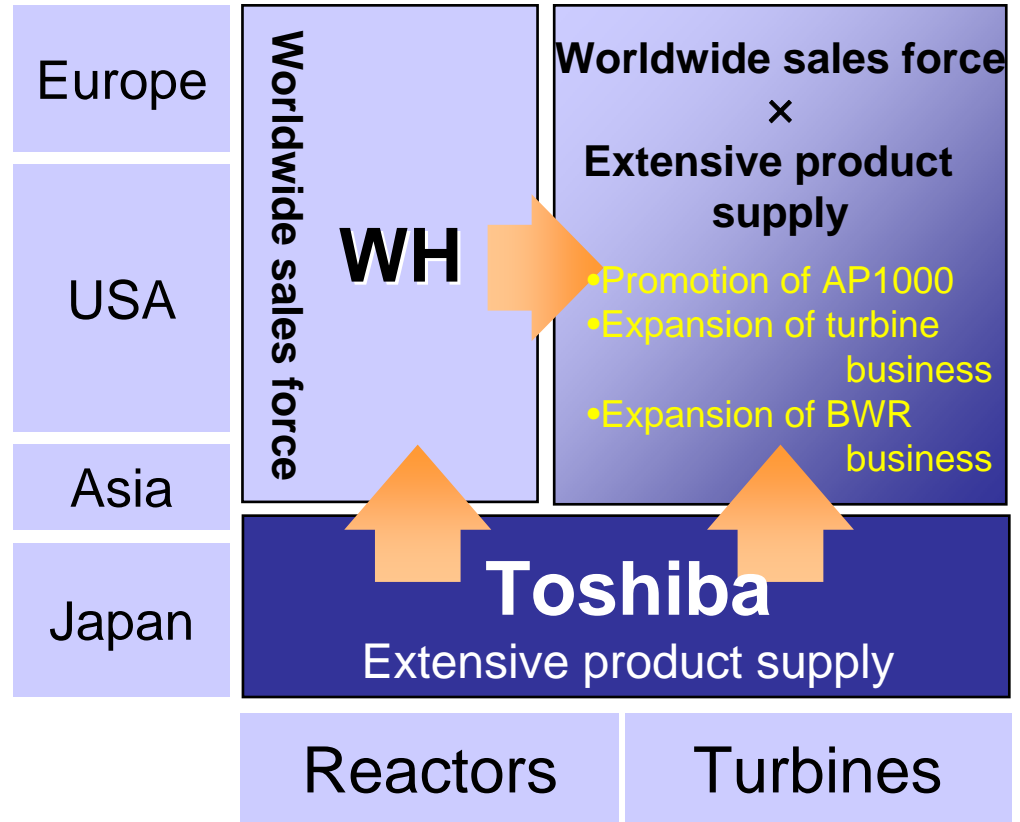
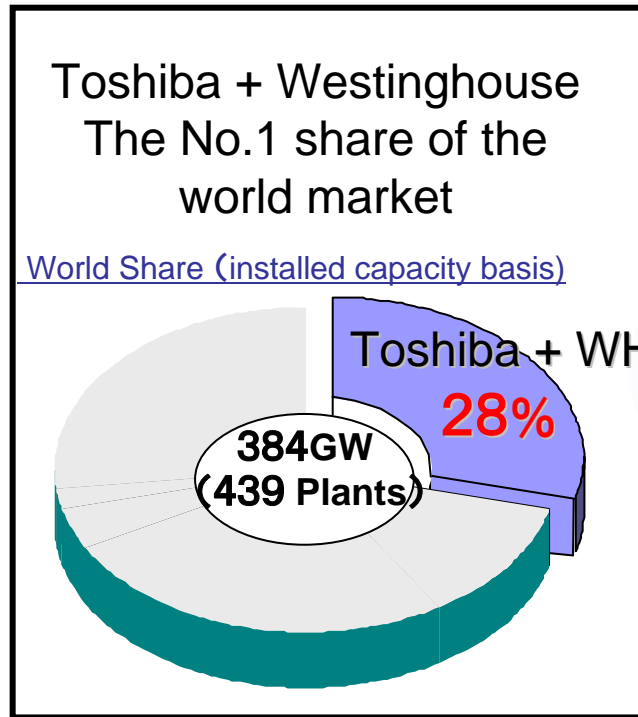
Westinghouse's
Sales and R&D
Facilities



The World's Top PWR Manufacturer
High Technology and Global Sales Force

Business Outline After the Acquisition

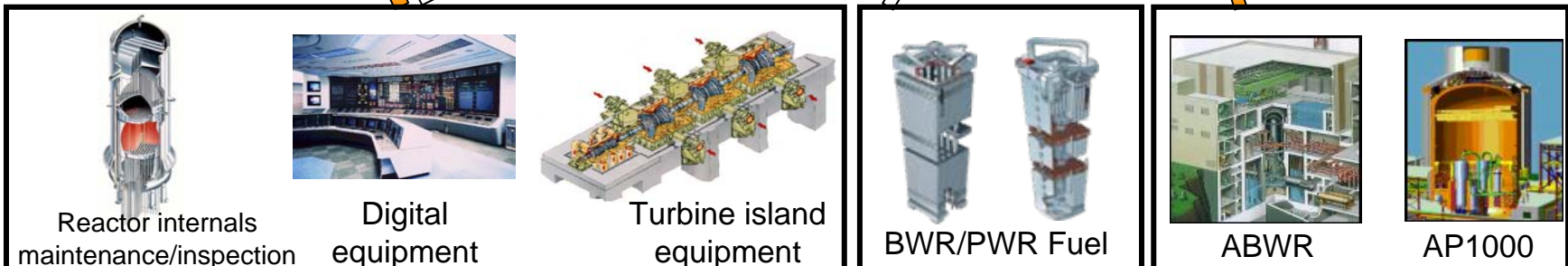
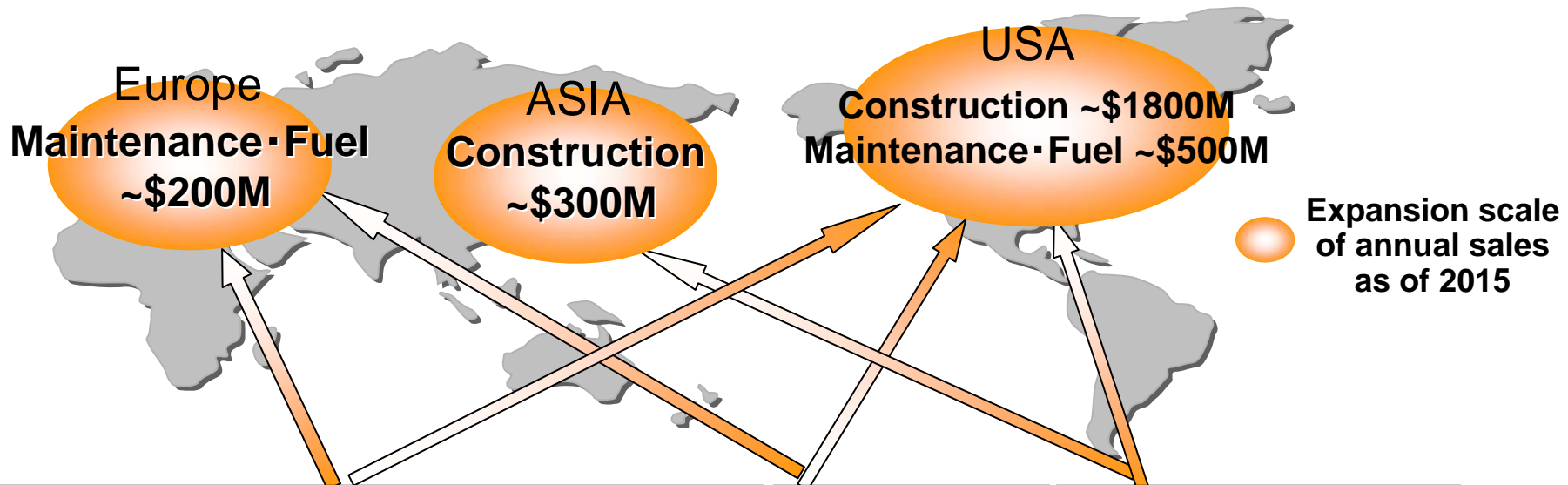
Synergies from the Acquisition of Westinghouse



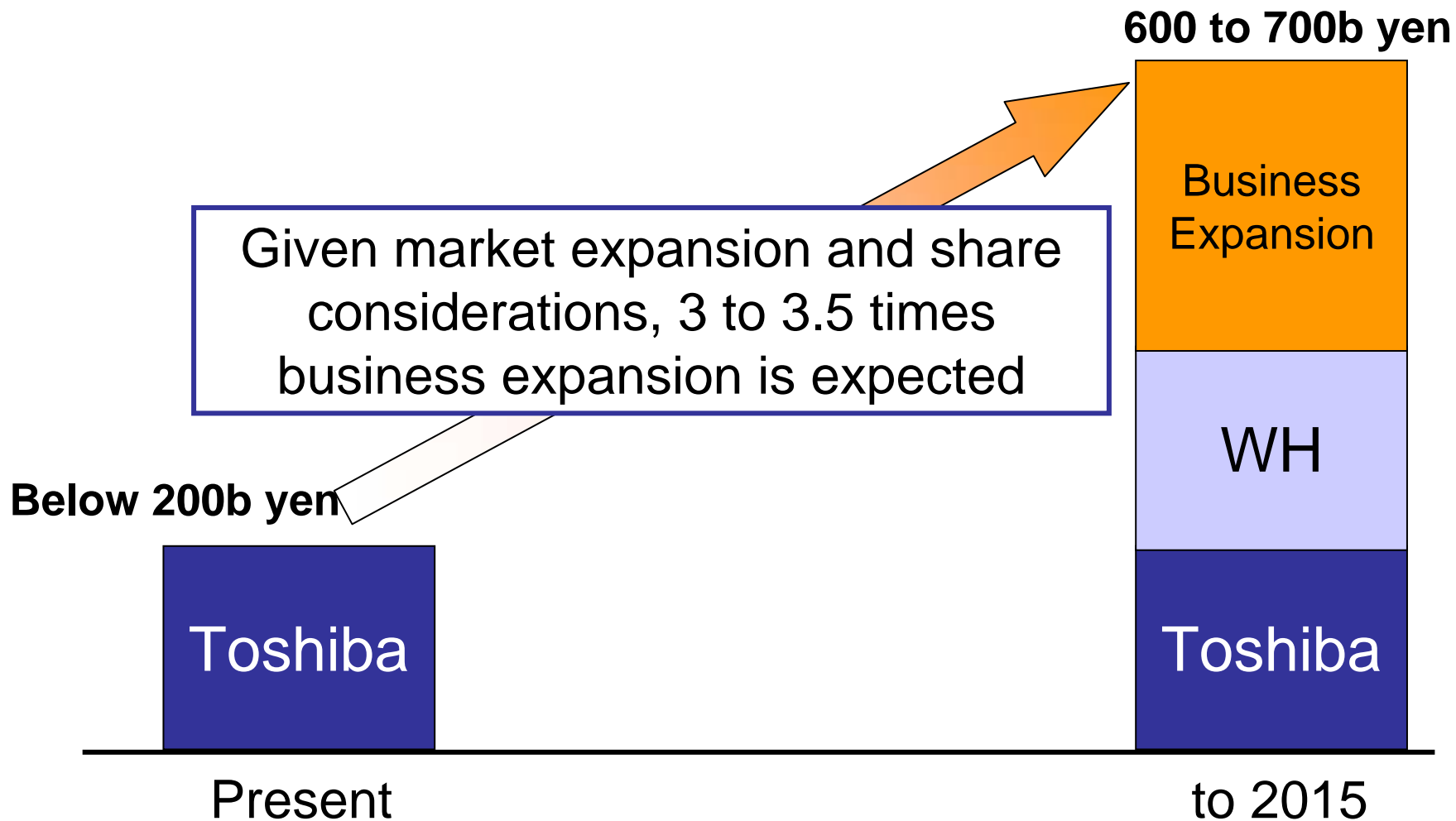
Substantial Business Expansion from
Synergies of Complementary Capabilities

Post-Acquisition Overseas Business Development

- Construction: Sales promotion of AP1000 in USA and Asia (China)
- Maintenance & Services: Expand business scale in USA and Europe
- Fuel: Expand business scale in USA and Europe



Expansion of Business Scale from Westinghouse Acquisition



A light gray world map is centered in the background of the slide. The map shows the continents of North America, South America, Europe, and Africa. The text is overlaid on the map.

Toshiba + Westinghouse New Global Leader

Through Further Innovations
in Nuclear Technology

**Contribute to Energy Security
and the Earth's Environment**

END