

# Collaboration the new driver of innovation

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15 May, 2012



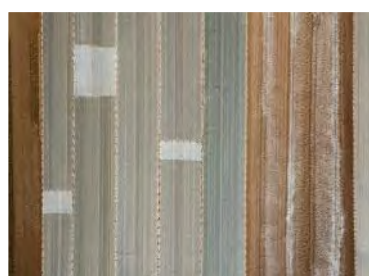
GE imagination at work



# We've been at work building, powering, moving and curing the world for over 130 years.

The infographic is divided into two main sections. The top section features six hand-drawn icons representing different GE business segments: a wind turbine for GE Energy, a medical scanner for GE Healthcare, an airplane for GE Aviation, a train for GE Transportation, a line graph for GE Capital, and a lightbulb next to a tablet for Home and Business Solutions. The bottom section, separated by a horizontal line, lists five key statistics in a grid format, each with a large number and a brief description.

 GE Energy	 GE Healthcare	 GE Aviation	 GE Transportation	 GE Capital	 Home and Business Solutions
<b>300k</b> employees	<b>100+</b> countries in GE's global presence	<b>#5</b> best global brands <small>(InterBrand, 2010)</small>	<b>#14</b> world's most admired companies <small>(Fortune Magazine, 2010)</small>	<b>#1</b> company for leaders <small>(BusinessWeek, 2010)</small>	



# Who we are

GE works on things that matter. The best people and the best technologies taking on the toughest challenges. Finding solutions in energy, health and home, transportation and finance.

**Building, powering, moving and curing the world.**

Not just imagining. Doing. GE works.

“The only source of profit, the only reason to invest in companies in the future, is their ability to innovate and their ability to differentiate.”

- Jeff Immelt  
CEO, GE



The most important innovations  
will address both societal needs  
and generate profit



# ecomagination: delivering growth

## Big targets    Innovation    Partnerships

~\$21B revenue, growing at 15%+ from  
portfolio of 140  
eco products & solutions

Environmental  
performance



Economic  
success

# Where we are today

## What we said in 2005:

1. Double R&D in clean energy

2. Grow ecomagination revenue

3. Reduce GE's footprint

4. Communicate and engage

## What we achieved in 2010:

R&D  \$5B

Revenue  \$85B

GHG  ← 22%

Energy Savings  \$130M

Water use  ← 30%

**GE recognised as the leading cleantech investor for 2011**

- Cleantech Group



# Doubling down... our goals for 2015

## Global eco goals

1. **Grow** >2x of GE's growth
2. **Further reduce GE's footprint**  
energy intensity by 50%  
water consumption by 25%  
GHG by 25%
3. **Double** R&D to \$10B
4. **Expand** our focus
5. **Open up!**

## Local eco goals

1. **Grow** >2x of GE ANZ's growth
2. **Reduce GE's local footprint**  
energy intensity by 50%  
water consumption by 25%  
GHG by 25%
3. **Localise** R&D and innovation
4. **Expand** focus with thought leadership  
and real customer solutions
5. **Open up!** with external partnerships



# eco is important for all our businesses

## Healthcare

- Digital X Ray
- Voluson Ultrasound
- WAVE Bioreactor



## Transportation

- evolution locomotive
- Trip Optimizer
- Movement Planner



## Home & Business Solutions

- LED Light Sources
- High Eff. CFLs
- Smart Appliances



## Oil & Gas

- Ibox
- Orogen Waste Heat Recovery Systems
- PGT25+ gas turbines for compression



**\$100B+ Eco Revenues (\$21B )**

Focused on technology and innovation

## Aviation

- GENx
- TrueCourse Flight Management System
- Passport Integrated Propulsion (w/ Bombardier)



## Capital

- Environmental Performance Services
- Arden Access
- Australia eco Mastercard

## Energy

- Flex Efficiency 50
- Wind Turbines
- Jenbacher Alternative Fuel gas engines
- SmartGrid
- WattStation/DuraStation EV charging products



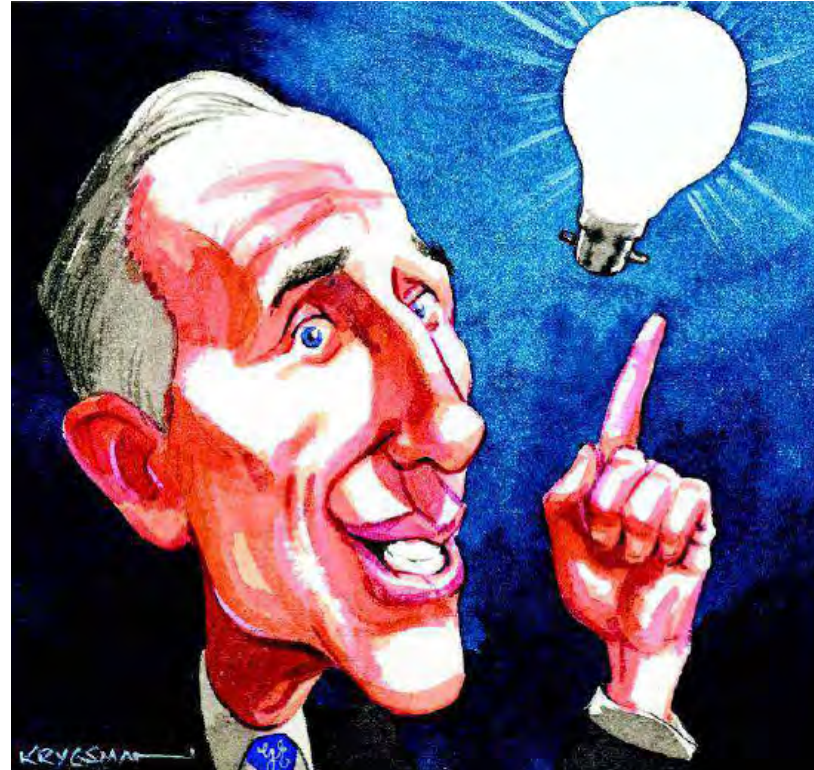
## Water

- Zeeweed Membranes
- Pro/Titan Reverse Osmosis
- ABMet – Advanced Biological Metals Removal



GE imagination at work

# Innovations for a clean energy future



# Global Research: market-focused R&D

First US industrial lab

Began 1900 in Schenectady, NY

Founding principle ... improve businesses through technology

One of the world's most diverse industrial labs



**Cornerstone of GE's commitment to technology**



GE imagination at work

# History of innovation

- 1909 Ductile tungsten
- 1913 Medical X-ray
- 1927 First television broadcast reception
- 1932 Langmuir Nobel Prize in chemistry
- 1938 Invisible/glareless glass
- 1942 First US jet engine
- 1953 LEXAN™ polycarbonate
- 1955 Man-made diamonds
- 1962 Semi-conductor laser
- 1973 Giaever Nobel Prize in physics
- 1984 Magnetic resonance imaging
- 1994 GE90® composite fan blade
- 1999 Digital X-ray
- 2004 Lightspeed VCT



# Tapping into the best talent across the globe



**Global Research Center**  
Niskayuna, NY



**India Technology Center**  
Bangalore, India



**China Technology Center**  
Shanghai, China



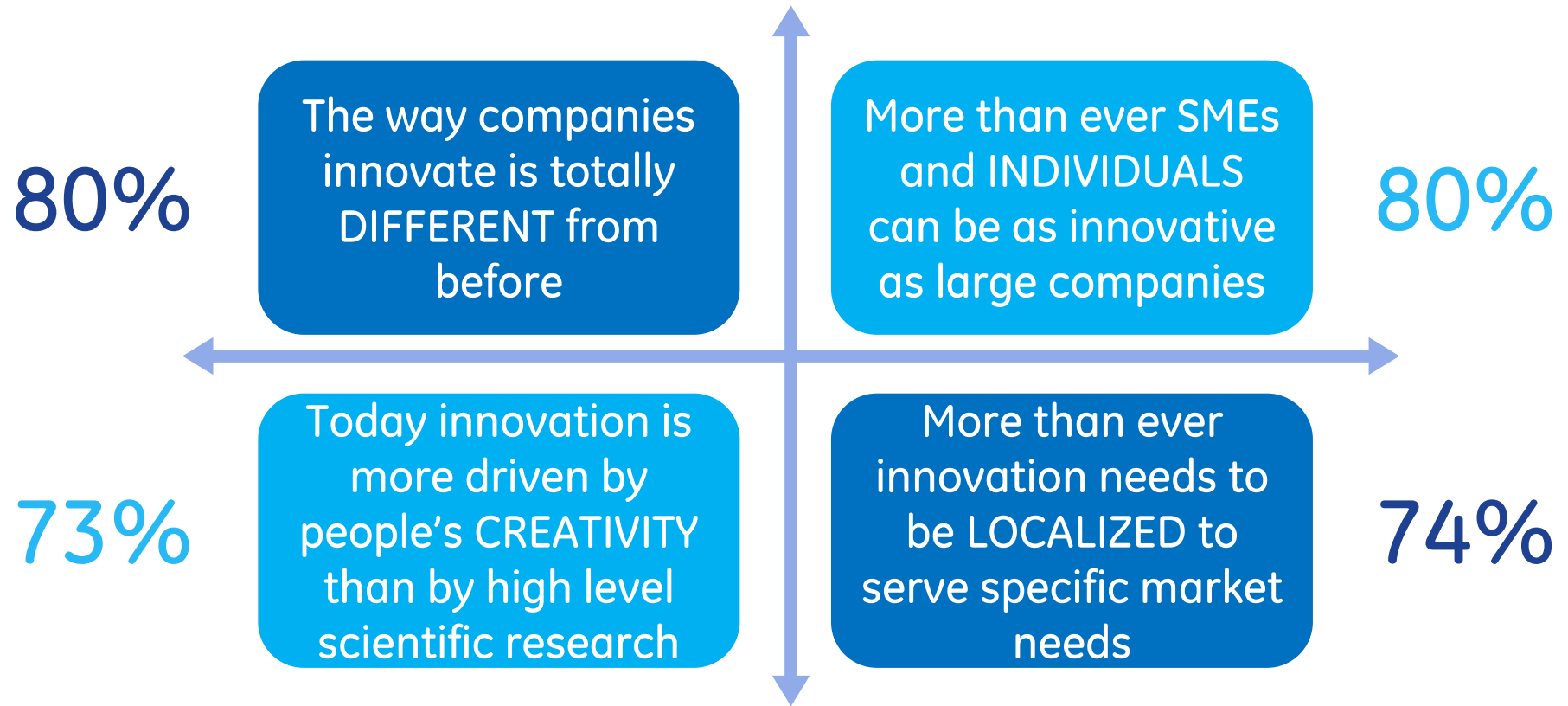
**Global Research Europe**  
Munich, Germany



**Brazil Technology Center**  
Rio de Janeiro, Brazil  
*COMING SOON*



# Business embracing a new model of innovation



# A Strong Commitment to Partnerships and Collaborations

Transform the way we  
use our natural  
resources

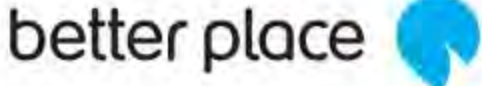
Propel innovation

**Spark a new Industrial  
Revolution**





# GE and Better Place



## Implementing a comprehensive EV infrastructure

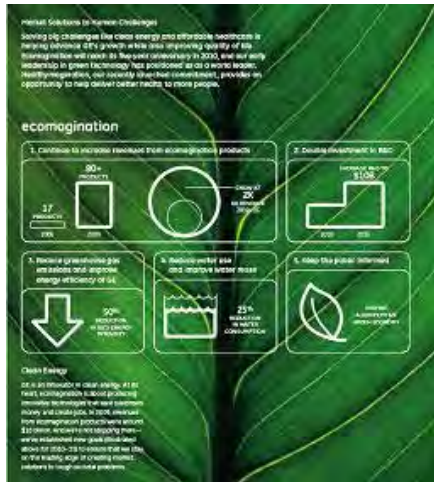


Collaboration to provide a cleaner, sustainable transportation alternative

# GE and CSIRO



## ecomagination



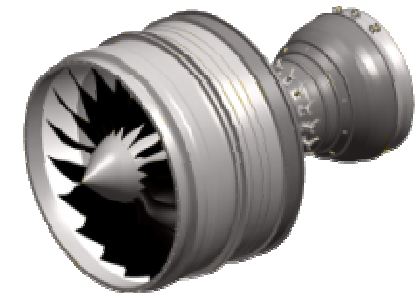
## healthymagination



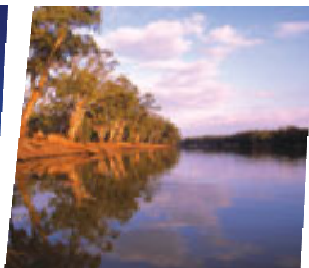
## mining



## technology



Energy Transformed Flagship



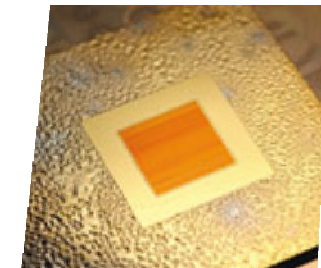
Water for a Healthy Country Flagship



Preventative Health Flagship



Minerals Down Under Flagship

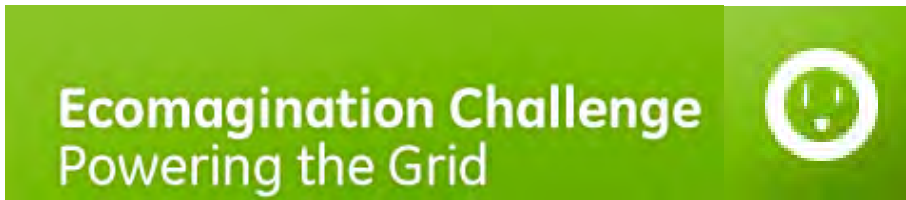


Future Manufacturing Flagship



**\$20M, five-year strategic alliance**

# ecomagination<sup>SM</sup> challenge



# ecomagination<sup>SM</sup> challenge

## Seeding external technology into GE's technology pipeline

- Keeps us close to unmet needs of customers
- Complements internal pipeline and IP portfolio
- Combines with best in class external technology
- Shortens cycle to commercialise external technology
- Advantageous for both GE and its partners



# ecomagination<sup>SM</sup> challenge

5,000 business plans from 150+ countries  
22 investments and commercial partnerships  
Seed funding to 10 start-ups and innovators

Launched - July 2010  
Phase 1:  
Powering the Grid

\$71 million to break-through technologies in energy storage, utility security, electric vehicle charging services & energy management software.

Launched - January 2011  
Phase 2:

Powering Your Home  
\$63 million invested in 10 innovative home energy technology companies as part of GE's commitment to improve household energy efficiency through new technologies.

What's Next ...  
Partnerships and  
Commitments

\$20 million for scaling & commercializing ideas, launch region-specific Challenges



# The big transformation: Innovation drives sustainability

Through innovation, we  
can deliver both  
economics & resource  
efficiency

Companies who get it  
remain relevant, can  
access markets and  
attract top talent

You need commitment  
from the top...

... and you need  
collaboration

# Find out more...

**Download the iPad app**



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**[imaginationatwork.com.au](http://imaginationatwork.com.au)**

# Thank you



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