

# GE's Technology and Services

## Analyst Meeting

May 4, 2006



"This document contains "forward-looking statements" - that is, statements related to future, not past, events. In this context, forward-looking statements often address our expected future business and financial performance, and often contain words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," or "will." Forward-looking statements by their nature address matters that are, to different degrees, uncertain. For us, particular uncertainties which could adversely or positively affect our future results include: the behavior of financial markets, including fluctuations in interest rates and commodity prices; strategic actions, including dispositions; future integration of acquired businesses; future financial performance of major industries which we serve, including, without limitation, the air and rail transportation, energy generation, media, real estate and healthcare industries; unanticipated loss development in our insurance businesses; and numerous other matters of national, regional and global scale, including those of a political, economic, business, competitive and regulatory nature. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements. We do not undertake to update our forward-looking statements."



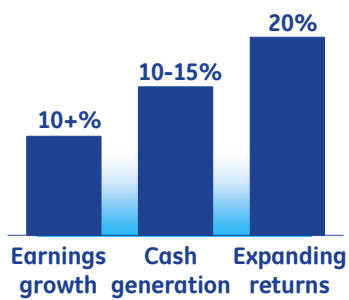
# GE's Technology and Services Overview

Dave Calhoun



## GE strategy

**Safe + reliable  
growth company**



- ✓ Through the cycles
- ✓ Low risk
- ✓ Improving margins

**GE advantage ...  
scale + breadth + depth**

**A great portfolio ...** founded on market leadership, domain expertise, competitive advantage & financial strength

**Reliable execution ...** with a portfolio that performs consistently while expanding returns

**Common initiatives ...** where we can scale ideas with speed driving incremental returns

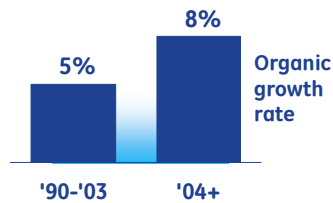
**A strong team ...** filled with people who have broad + deep careers

**This is the way we win**



## Focused on faster growth and higher return

### Faster growth Industrial

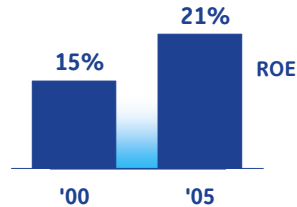


#### Strategic actions

- Launch growth platforms ... \$12B+
- Invest in healthcare, services, energy, entertainment
- Grow with technology ... IGCC, NDT

**Focus** ... long-term growth rate  
**Exit** ... slow growth ... Motors, GXS

### Higher return Financial



#### Strategic actions

- Global Consumer Finance
- Financial verticals
- Higher returning businesses

**Focus** ... ROE enhancement  
**Exit** ... Insurance



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## ... with a simplified structure

(2005 Revenue - \$B)

**Infrastructure**  
\$42B



**Industrial**  
\$33B



**Healthcare**  
\$15B



**NBCU**  
\$15B



**Commercial Finance**  
\$21B



**Consumer Finance**  
\$19B



- ✓ Market leadership
- ✓ Technology advantage
- ✓ Domain knowledge
- ✓ Financial strength ... AAA



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## Clear process for growth



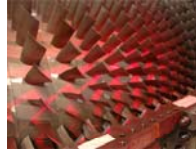
## Business model



Delivering for our customers and shareholders

## Lead with technology

### Energy



Aerodynamics  
and  
cooling

### Aviation



Materials  
and coatings

### Healthcare



Inspection  
methods and  
diagnostics

### Global Research



Analytics and  
advanced  
sensors

Over \$5B investment ...  
Driving new services technology  
and growth platforms

## Build a strong base

(\$ in billions)

### Invest in technology



### Build installed base

	'05 (units)
Energy <sup>a)</sup>	~3,000 ↑
Healthcare	~34,500 ↑
Aviation <sup>b)</sup>	~19,000 ↑
Rail	~15,000 ↑
Oil & Gas <sup>c)</sup>	~26,000 ↑

### New platforms

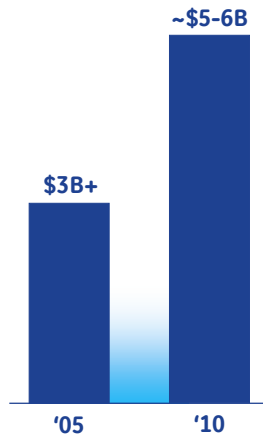
Optimization and control,  
environmental services  
Healthcare IT  
Engine controls  
Network optimization  
Pipeline inspection

Commitment to technology and expanding customer service

## Continue to make big bets ...

(\$ in billions)

### GE R&D spend



#### Aviation

- Wide body (A380, 777, 747-8, A350, 787)
- Narrow body (A320, 737) ... next gen, regionals

#### Energy

- Next generation nuclear
- IGCC

#### Oil & Gas

- Liquefied natural gas ... gas to liquid
- Re-injection ... enhanced oil field recovery (EOR)

#### Rail

- Evolution locomotive
- CAD ... movement planner, ITCS

#### Healthcare

- Electronic medical records ... Life Sciences
- Diagnostic imaging ... CT & MR

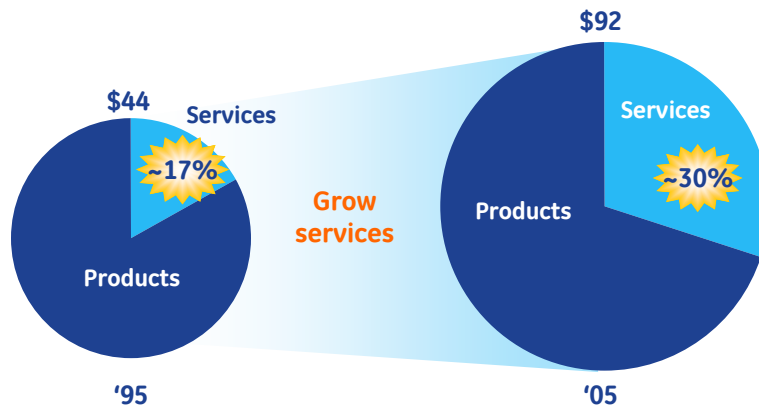


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## Clear results ... GE

### Revenue\*

(\$ in billions)



\*GE industrial revenues, excludes GE Capital

Proven approach that delivers

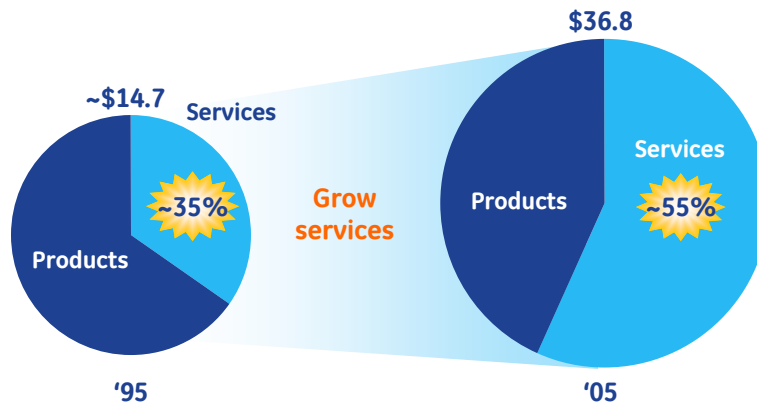


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## Clear results ... Infrastructure

### Revenue

(\$ in billions)



Proven approach that delivers



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## Why we feel good ...

Strong environment

Positioned to win

Huge growth potential

Optimizing our talent



## Environment ... continues to be strong



### Aviation

Boeing & Airbus production rate limited

+10-15 per month

Oil prices at \$60

+



### Energy

Better than expected

+



### Rail

'06 sold out ... Add 50 locomotives

+



### Oil & Gas

Exploration and production CapEx up 30%+

+



### Healthcare

Strong portfolio delivering 10%+ growth

○

Continued

Strength across the board



imagination at work

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## Developing markets ... huge potential



- Population growth and increased living standards fuels growth
- China ... Middle East ... India ... Russia ... Eastern Europe ... Latin America

A government priority ... everywhere



imagination at work

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## China momentum ... Infrastructure



## Agenda

### Infrastructure

### Industrial

### NBC Universal

### Healthcare

### Commercial Financial Services

### Consumer Finance



#### Aviation

- Jeanne Rosario, VP Engineering
- Bradley Mottier, VP Engine Services



#### Energy

- Rick Stanley, VP & GM Engineering
- Dan Heintzelman, VP Energy Services



#### Oil & Gas

- Jay Wileman, GM Services



#### Rail

- Kevin Caponecchi, GM Global Signaling



#### Healthcare

- Vishal Wanchoo, President Healthcare IT Technology



#### Ecomagination

- Lorraine Bolsinger, VP Ecomagination



#### Global Research Center

- Mark Little, Sr VP Global Research

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imagination at work