

Lead Time

It's our time
because...

"We're leaner, faster and smarter than we were a year ago when our business was created with the merger of GE Consumer Products and GE Industrial Systems. We've streamlined our structure, simplified our processes, and generated significant savings that we're reinvesting in new products such as Entellisys™ intelligent switchgear, the GE front-load washer and dryer, and long-life discharge headlamps that will help us lead in our industries. All this adds up to our being more focused and better able to serve our customers than ever before. It's going to be a great year. We have a world of opportunities to grow better together in 2005 and beyond."

Lloyd Trotter and Jim Campbell

Our Businesses

(this page, left to right)

LLOYD TROTTER
GE Consumer & Industrial

MIKE NEAL
GE Commercial Finance

RANDY FALCO
NBC Universal

RON MEYER
NBC Universal



"This year, we see more opportunities than ever in almost every aspect of business lending, leasing and financing. By organizing around industries through 'verticals,' we're tailoring Commercial Finance to customer needs. You can expect more from us globally in 2005 as well. Europe represents enormous opportunity, and our European Corporate Finance effort, an Imagination Breakthrough, is a shining example. We're also simpler today, with more efficient, consistent and cost-effective results for us and for our customers. We're easier to do business with, and that's good for customers and for GE. In 2005, Commercial Finance's time will prove more productive—and exciting—than any in our history."

Mike Neal

"We're succeeding in high-growth global markets, including Brazil, eastern Europe and India as well as China. We've invested in proprietary technology and developed dozens of innovative high-performance resin, silicone and quartz products. We're more than offsetting high raw materials prices with productivity, product mix and price. We feel very good about the future."

John Krenicki

"We've taken the actions necessary for better performance. We have increased underwriting discipline, strengthened investment management, renewed our focus on customer service and built the right team to complete a challenging turnaround. Our customers feel it, our associates thirst for it and our investors deserve it."

Ron Pressman

"Our new product pipeline is full of cutting-edge technology, recent acquisitions provide a full range of world-class capabilities in Water and Security, and our plans for simplifying our businesses' organizations and reaching customers in new ways will pay off both in efficiency and growth."

Bill Woodburn

"We are introducing our new global brand, GE Money, into consumer finance markets with huge growth potential. We are harnessing the power of our global financial services business, which we've grown to more than \$150 billion in assets while leveraging the incredible power of the GE brand. We've been averaging more than 100 new product introductions per year across our businesses in 41 countries, and GE Money gives us a powerful new way to deepen and extend our relationship with consumers."

Dave Nissen



(this page, left to right)

DAVE NISSEN
GE Consumer Finance

CHARLENE BEGLEY
GE Transportation

JOHN KRENICKI
GE Advanced Materials

BILL WOODBURN
GE Infrastructure

RON PRESSMAN
GE Insurance

"We're focused on the demands of a new century for more efficient and cleaner ways of producing energy. We have developed the most advanced power turbine technologies available, as exemplified by our H System™ combined-cycle turbine. We have invested in coal gasification technology and diversified our portfolio to include renewable offerings, including wind, solar and biomass. We are providing advanced products and services for the oil and gas industry and have developed innovative services to help all of our customers get the most out of their assets. We're dedicated to meeting the world's energy requirements with solutions that help protect and preserve our environment."

John Rice

"Our strategy is working and building momentum. We have the right people. We are right-sizing the quantity and quality of our assets and aligning them with customer demand. More importantly, we are driving strategic growth and penetrating new markets like eastern Europe, Mexico and China. We're also developing new products like our VeriWise™ trailer-tracking product, an Imagination Breakthrough that's enabling customers to improve productivity as well as cargo security."

Art Harper

"We've got a great slate of films, new venues in which to promote them, and new resources we can use to continue to build our business."

Stacey Snider

"We've got owners who are in it for the long haul and who bring terrific television assets to our film and theme park assets."

Ron Meyer

"We've got a dynamite TV production team and I've got superb colleagues in Stacey, Ron and Randy."

Jeff Zucker

"We've got twice the entertainment assets to market, talented new marketing and sales people, and much more diversified revenues."

Randy Falco

"We've got the best content in the media business, great positioning for the digital media of the future, and I've got Randy Falco, Ron Meyer, Stacey Snider and Jeff Zucker."

Bob Wright



"The world's economies need infrastructure to enable and support growth, particularly in the developing world, where the pace of economic growth is fastest today. GE is uniquely positioned to bring multi-business solutions to some of the world's biggest challenges. And consumers everywhere want access to the same goods and services, whether they are in Paris, Dubai, Moscow or Nairobi. As a truly global company, with employees in many countries around the globe, we can talk to our customers in their own language and with a full understanding of local needs."

Nani Beccalli-Falco

"We are at the epicenter of GE's technological innovations. We have 2,500 scientists and engineers at four research centers around the world researching emerging technologies such as biotechnology, sustainable energy and nanotechnology. We have the opportunity to develop these exciting new technologies and successfully translate them into commercial successes through close interaction with our business marketing and technology teams. It makes us uniquely capable of bringing novel solutions to the marketplace. Our ability to transfer core technologies from one business to another—a breakthrough in imaging helps not only Healthcare but also our security and inspections businesses—is a real competitive advantage. Our passion is innovation; our focus is bringing technology to the marketplace where it can change peoples' lives. That's our heritage and it's why we are thriving today."

Scott Donnelly

"We've emerged from the toughest period in our industry with half a dozen new aircraft engines, a breakthrough locomotive, 30,000 installed engines and locomotives to maintain and upgrade, potential new customers around the globe, and new ways for our customers to get more out of their assets. GE has never blinked in supporting aviation and rail customers worldwide with innovation and services that make them more profitable. We're going to do that with new composites for our aircraft engine blades and new inspection, signaling and control technologies for rail and aviation customers. Merging our aircraft engines and rail operations into a single GE business over the past year has been a complete success. It's hard to imagine a time when our prospects have looked brighter."

Dave Calhoun and Charlene Begley

"As the world's leading diagnostic healthcare company, we are working to transform healthcare and make it safer, more effective and patient-centered. We are combining our expertise in diagnostic and information technologies with our knowledge of genetics to better understand disease and provide doctors with more information to guide their decisions. Our products will enable doctors to predict and diagnose disease earlier and identify the best treatments for each patient."

Bill Castell, Joe Hogan and Peter Loescher



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JOHN RICE
GE Energy

STACEY SNIDER
NBC Universal

ART HARPER
GE Equipment Services

NANI BECCALLI-FALCO
GE International

JEFF ZUCKER
NBC Universal

DAVE CALHOUN
GE Transportation

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SCOTT DONNELLY
GE Global Research

JOE HOGAN
GE Healthcare

PETER LOESCHER
GE Healthcare

JIM CAMPBELL
GE Consumer & Industrial

The primary role of GE's Board of Directors is clear: to oversee how management serves the interests of shareowners and other stakeholders. To do this, GE's directors have adopted corporate governance principles aimed at ensuring that the board is independent and is fully informed on the key strategic issues facing GE. GE's goal is to have two-thirds of its board be independent under a strict definition of independence. Today, 11 of GE's 16 directors meet that standard.

Governance



In November 2004, the *Financial Times*' annual survey of 1,100 CEOs from around the world recognized the board's commitment by rating the Company number one in corporate governance. As part of its oversight of management, in 2004, our outside board members made 30 visits to GE businesses. The board also received special briefings on a variety of strategic issues, including: financial structure, controllership and financial risk, technology, security, the competitive strategy of each business, compliance and corporate social responsibility. The board and each of its committees conducted a thorough self-evaluation as part of its normal governance cycle. Each of the committees recommended changes to its key practices and the board updated GE's governance principles. Each of these documents is published in the Governance section of the GE Web site at www.ge.com/governance.

The GE board held 10 meetings in 2004. In December, the board voted to increase GE's quarterly dividend for the 29th consecutive year. The Audit Committee, composed entirely of independent directors, held 10 meetings to review the activities and independence of GE's external auditors and the activities

of GE's internal audit staff. It also reviewed our progress in implementing the internal control requirements of Section 404 of The Sarbanes-Oxley Act of 2002 and compliance with key GE policies and applicable laws. The Management Development and Compensation Committee, composed entirely of independent directors, in nine meetings approved all executive compensation actions for our executive officers and reviewed all executive compensation plans, policies and practices, changes in executive assignments and responsibilities, and key succession plans. The Nominating and Corporate Governance Committee, composed entirely of independent directors, met four times to consider GE's response to corporate governance trends and to nominate directors. The Public Responsibilities Committee, in three meetings, reviewed GE's litigation matters, policy issues relating to security, and GE's policy on charitable contributions.

Finally, we are grateful for the energetic, insightful and constructive service given to GE by Ken Langone, who has decided not to stand for re-election to the board.

EXTERNAL DIRECTORS

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Claudio X. Gonzalez ^{1, 2, 3}

Chairman of the Board and Chief Executive Officer, Kimberly-Clark de Mexico, S.A. de C.V., Mexico City, and Director, Kimberly-Clark Corporation, consumer products. Director since 1993.

Ann M. Fudge ⁴

Chairman and Chief Executive Officer, Young & Rubicam Inc., advertising and media services, New York, N.Y. Director since 1999.

Robert J. Swieringa ¹

Anne and Elmer Lindseth Dean and Professor of Accounting, S.C. Johnson Graduate School of Management, Cornell University, Ithaca, N.Y. Director since 2002.

Roger S. Penske ⁴

Chairman of the Board, Penske Corporation, Penske Truck Leasing Corporation and United Auto Group, Inc., transportation and automotive services, Detroit, Mich. Director since 1994.

Sam Nunn ^{2, 4}

Co-Chairman and CEO, Nuclear Threat Initiative, Washington, D.C. Director since 1997.

James I. Cash, Jr. ^{1, 4}

Retired James E. Robison Professor of Business Administration, Harvard Graduate School of Business, Boston, Mass. Director since 1997.

A.G. Lafley ³

Chairman, President and Chief Executive, The Procter & Gamble Company, personal and household products, Cincinnati, Ohio. Director since 2002.

Andrea Jung ^{2, 3}

Chairman of the Board and Chief Executive Officer, Avon Products, Inc., cosmetics, New York, N.Y. Director since 1998.

Kenneth G. Langone ^{1, 3}

Chairman, President and Chief Executive Officer, Invemed Associates, LLC, investment banking and brokerage, New York, N.Y. Director since 1999.

Douglas A. Warner III ^{1, 2, 3}

Former Chairman of the Board, J.P. Morgan Chase & Co., The Chase Manhattan Bank, and Morgan Guaranty Trust Company of New York, investment banking, New York, N.Y. Director since 1992.

Ralph S. Larsen ^{2, 3, 5}

Former Chairman and CEO, Johnson & Johnson, pharmaceutical, medical and consumer products, New Brunswick, N.J. Director since 2002.

Rochelle B. Lazarus ^{3, 4}

Chairman and Chief Executive Officer, Ogilvy & Mather Worldwide, advertising, New York, N.Y. Director since 2000.

INTERNAL DIRECTORS

(pictured on page 3)

Jeffrey R. Immelt ⁴

Chairman of the Board and Chief Executive Officer, General Electric Company. Director since 2000.

Sir William M. Castell ⁴

Vice Chairman of the Board and Executive Officer, General Electric Company, and President and Chief Executive Officer, GE Healthcare. Director since 2004.

Dennis D. Dammerman ⁴

Vice Chairman of the Board and Executive Officer, General Electric Company, and Chairman, General Electric Capital Services, Inc. Director since 1994.

Robert C. Wright ⁴

Vice Chairman of the Board and Executive Officer, General Electric Company, and Chairman and Chief Executive Officer, NBC Universal, Inc. Director since 2000.

1 Audit Committee

2 Management Development and Compensation Committee

3 Nominating and Corporate Governance Committee

4 Public Responsibilities Committee

5 Presiding Director



GE EMPLOYEES AND LOCAL WORKERS
INSTALL A 45-CUBIC METER STORAGE
TANK FOR DRINKING WATER IN
BANDA ACEH, INDONESIA

Photo Credit: Ernest Goh/U.S. Newswire/WpN

Citizenship

Your Company has a long history of supporting the communities where we work and live through GE's unique combination of resources, equipment, and employees' and retirees' heart and soul. Today our responsibility extends to communities around the world. The GE family reacted quickly to respond to the needs of thousands of survivors after the tsunami tragedy in South Asia.

GE employees around the world donated a total of \$3.8 million to the Red Cross/Red Crescent and UNICEF for tsunami relief efforts, which was matched by the GE Foundation and augmented by an additional \$1.1 million in grants. GE donated more than \$10 million in equipment and services, including two water purification systems to Indonesia that have the capacity to provide potable water for tens of thousands of people daily. Two telethons hosted by NBC Universal on its television stations and its broadcast and cable platforms raised approximately \$32 million. In total, the GE family donated more than \$19 million and helped raise millions more.

The GE family continued its strategic philanthropic efforts as well. We completed the first year of a five-year, \$20 million project to improve the infrastructure of hospitals and clinics in Africa with donations of healthcare and power generation equipment, water filtration systems, appliances and lighting.

The GE Foundation invested in improving the equity and quality of and access to education with a total of \$52 million in grants worldwide. Many of those efforts were bolstered by the work of GE volunteers.

In 2004, contributions from the GE Foundation, GE businesses, and employees and retirees totaled over \$150 million and more than one million volunteer hours for key community initiatives.

GE was honored to receive broad recognition for our citizenship initiatives. GE received the Catalyst Award for excellence in developing and promoting women, and the Executive Leadership Council Award for excellence in our work with African-American employees. And GE was added to the Dow Jones Sustainability Index, joining a highly selective group of companies representing the top 10% in 60 industry groups across 34 countries chosen for their environmental, social and economic programs.