Technology investor meeting

March 11, 2015

Forward-Looking Statements:
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 financial condition, and often contain words such as "expect," "anticipate," "intend," "plan," "believe," "seek," "see," "will," "would," or "target." Forward-looking statements by their nature address matters that are, to different degrees, uncertain, such as statements about expected income; earnings per share; revenues; organic growth; margins; cost structure; restructuring charges; cash flows; return on capital; capital expenditures, capital allocation or capital structure; dividends; and the split between Industrial and GE Capital earnings. For us, particular uncertainties that could cause our actual results to be materially different than those expressed in our forward-looking statements include: economic and financial conditions, including interest and exchange rate volatility, commodity and equity prices and the value of financial assets; the impact of conditions in the financial and credit markets on the availability and cost of General Electric Capital Corporation's (GECC) funding, GECC's exposure to counterparties and our ability to reduce GECC's asset levels as planned; the impact of conditions in the housing market and unemployment rates on the level of commercial and consumer credit defaults; pending and future mortgage loan repurchase claims and other litigation claims in connection with WMC, which may affect our estimates of liability, including possible loss estimates; our ability to maintain our current credit rating and the impact on our funding costs and competitive position if we do not do so; the adequacy of our cash flows and earnings and other conditions which may affect our ability to pay our quarterly dividend at the planned level or to repurchase shares at planned levels; GECC's ability to pay dividends to GE at the planned level, which may be affected by GECC's cash flows and earnings, financial services regulation and oversight, and other factors; our ability to convert pre-order commitments/wins into orders; the price we realize on orders since commitments/wins are stated at list prices; customer actions or developments such as early aircraft retirements or reduced energy demand and other factors that may affect the level of demand and financial performance of the major industries and customers we serve; the effectiveness of our risk management framework; the impact of regulation and regulatory, investigative and legal proceedings and legal compliance risks, including the impact of financial services regulation and litigation; adverse market conditions, timing of and ability to obtain required bank regulatory approvals, or other factors relating to us or Synchrony Financial that could prevent us from completing the Synchrony split-off as planned; our capital allocation plans, as such plans may change including with respect to the timing and size of share repurchases, acquisitions, joint ventures, dispositions and other strategic actions; our success in completing, including obtaining regulatory approvals for, announced transactions, such as the proposed transactions and alliances with Alstom and Appliances, and our ability to realize anticipated earnings and savings; our success in integrating acquired businesses and operating joint ventures; the impact of potential information technology or data security breaches; and the other factors that are described in "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2014. 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.
This document includes certain forward-looking projected financial information that is based on current estimates and forecasts. Actual results could differ materially.
This document also contains non-GAAP financial information. Management uses this information in its internal analysis of results and believes that this information may be informative to investors in gauging the quality of our financial performance, identifying trends in our results and providing meaningful period-to-period comparisons. For a reconciliation of non-GAAP measures presented in this document, see the accompanying supplemental information posted to the investor relations section of our website at www.ge.com.
In this document, "GE" refers to the Industrial businesses of the Company including GECC on an equity basis. "GE (ex-GECC)" and/or "Industrial" refer to GE excluding Financial Services.
GE's Investor Relations website at www.ge.com/investor and our corporate blog at www.gereports.com, as well as GE's Facebook page and Twitter accounts, contain a significant amount of information about GE, including financial and other information for investors. GE encourages investors to visit these websites from time to time, as information is updated and new information is posted.

Imagination at work.

Win with Technology

Business model

Innovate at scale + **Lower product cost** + **Installed base value** + **Analytics**




Gain share

- LEAP … 79%[-a)] share, +15% efficiency
- H gas turbine … world's largest & most efficient gas turbine; 15 in backlog + 30 technical selections
- Tier 4 … 1,355 locos ordered in '14[-b)]; only qualified product

Improve margins

- Advanced manufacturing … CMCs, 3D, service value
- Design & testing … Greenville test stand
- Vertical integration … ↑ GE content, ↓ sole source
- Brilliant Factory

Grow services

- ↑ $/IB … targeting growth of 3-5%/year
- Predictivity™ revenue of $1.4B in '14
- Increasing global presence & value in the aged fleet
- '14 Services op profit ~32%

How Technology wins … GE Advantage

(a- 79% market share to date: 55% on A320neo & 100% for 737MAX;
LEAP is a trademark of CFM International a 50/50 JV between GE & SNECMA.

(b- Tier 4 compliant orders

The GE Store for Technology

DRIVING TECHNOLOGY ADVANTAGE ACROSS OUR BUSINESSES

GE Global Research

THE TECHNOLOGY DEVELOPMENT ARM FOR GE

- First U.S. industrial lab
- Market-focused R&D
- One of the world's most diversified industrial research organizations
- Leading a team of ~50K world-class engineers

GLOBAL RESEARCH NETWORK … ALWAYS ON

Global Research Headquarters
Niskayuna, NY

Welch Technology Center
Bangalore, India

China Technology Center
Shanghai, China
+ 3 Customer Innovation Centers

Global Research Europe
Munich, Germany
2X Size + Customer Innovation Center

Advanced Manufacturing and Software Technology Center
Detroit, MI

Brazil Technology Center, Customer focused R&D
Rio de Janeiro, Brazil

Software CoE
San Ramon, CA

Israel Technology Center
Tirat Carmel, Israel

O&G Tech Center
Oklahoma City, OK

GRC role in GE Store

Invest in foundation

Advanced manufacturing

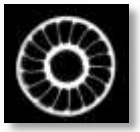
- ✓ Materials
- ✓ Combustion
- ✓ High-performance computing
- ✓ Thermo systems

Controls

Spread ideas

CMC

Inspection



- ✓ Additive manufacturing
- ✓ Repairs
- ✓ Design tools
- ✓ Aerodynamics

Value in acquisitions

Oil & Gas

Life Sciences

Power Conversion

- ✓ Systems thinking
- ✓ Bio-inspired materials
- ✓ Electrification

Nurture innovation

- ✓ Solid oxide fuel cell
- ✓ Silicon carbide
- ✓ Cell therapy
- ✓ Brain imaging
- ✓ Robotics/AI
- ✓ Multi-phase flow meter

Digital at scale

Software COE

- ✓ Analytics
- ✓ Big data
- ✓ Physical + Digital

Develop engineering community

- ✓ Best practices
- ✓ Tools
- ✓ Careers
- ✓ Leadership development

Distributed Power

GE – FUEL CELLS … OUR NEWEST "START-UP"

DISRUPTIVE TECHNOLOGY FOR POWER GENERATION

- 65% efficiency, 1-10MW Distributed Power solution … *best-in-any-class*
- Clean energy … *Low GHG Emissions*
- Hybrid solution … *65% SOFC fuel cell, 35% GE Jenbacher*

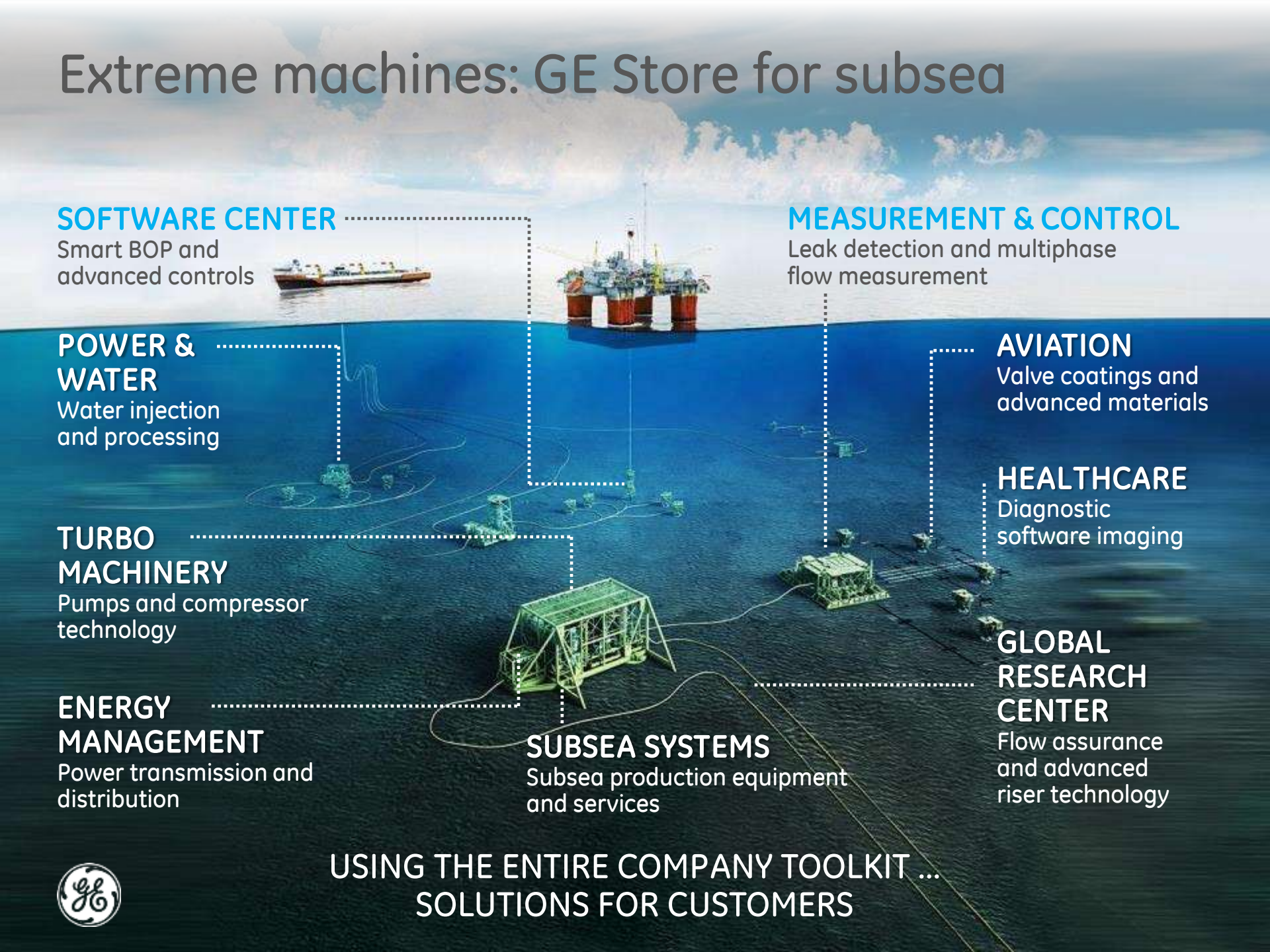
MARKET OPPORTUNITIES … DELIVER POWER WHERE IT'S NEEDED

- Developing nations, remote communities
- Utility substations
- Industrial/Commercial centers (factories, data centers)
- Retrofit for customers with gas engines

Opened new pilot development facility in Aug. 2014

GE's Hybrid SOFC system

Extreme machines: GE Store for subsea

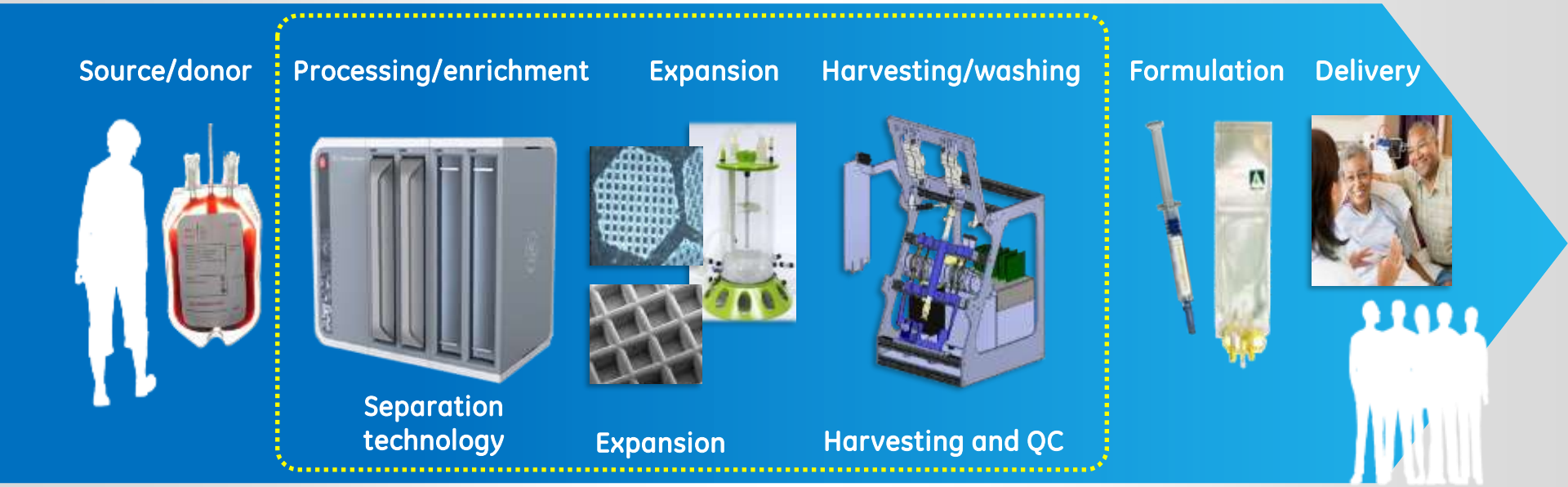


USING THE ENTIRE COMPANY TOOLKIT ...
SOLUTIONS FOR CUSTOMERS

Life Sciences: a biological factory

INDUSTRIALIZED AND AUTOMATED FOR CELL THERAPIES

QUALITY ASSURANCE/QUALITY CONTROL



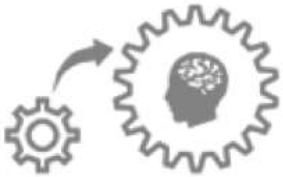
ADVANCED MANUFACTURING FOR HEALTHCARE
ENABLES WIDESPREAD ADOPTION OF CELL THERAPIES

Technology to win Industrial Internet

THESE DRIVERS ARE A DOORWAY TO ENDLESS OUTCOMES

Software & Analytics

Combining the power of physics-based analytics, predictive algorithms & deep domain expertise



Intelligent Machines

Increasing system intelligence through embedded software to connect facilities, fleets & networks

Big Data

Generating data-driven insights & enhancing asset performance

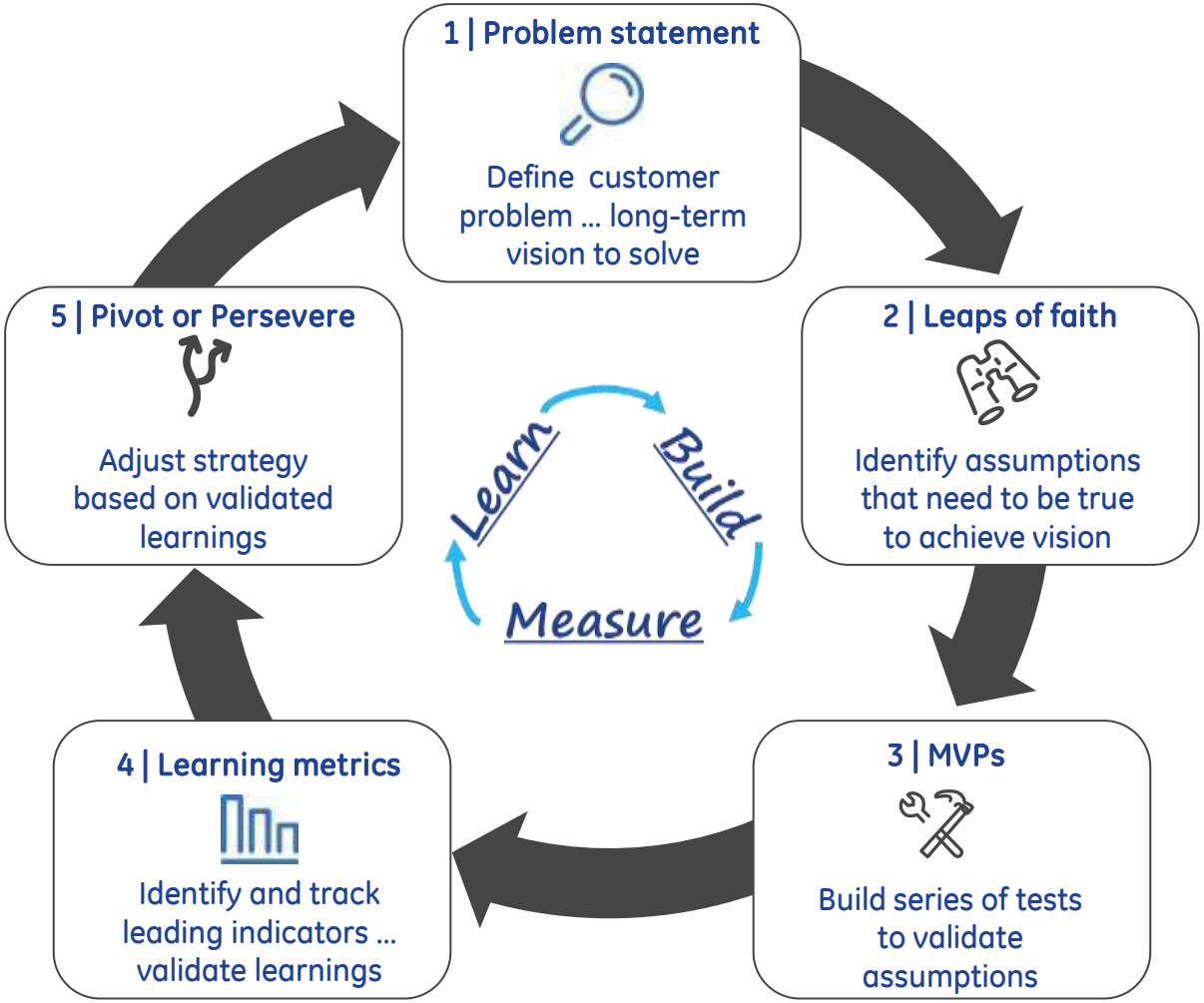
People at Work

Connecting people to support more intelligent operations, maintenance & safety

Technical investment made

The FastWorks framework

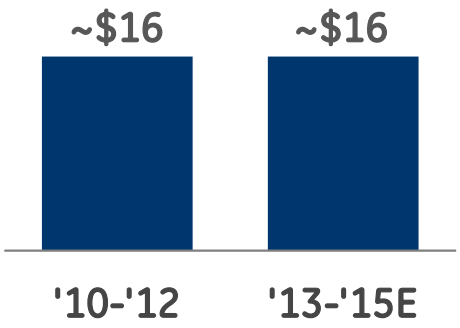
EXPERIMENT … LEARN … ITERATE



Technology leadership

($ in billions)

Investment



	'10-'12	'13-'15E
R&D (% revenue)	~5%	~5%

- R&D ramp starting in '10
- Key investments made … product + software
- Executed well … FastWorks, Analytics, GE Store

Key launches

LEAP

H gas turbine

Tier 4

PET/MR

Predix

Agenda

Today's discussion	
Brilliant Factory	Christine Furstoss
H gas turbine	Vic Abate
Aviation/LEAP	Bill Fitzgerald
Healthcare	Anders Wold
Power Conversion	Joe Mastrangelo
Turbomachinery Solutions	Rafael Santana
Tier 4 locomotive	Tina Donikowski
Gross margins	Dan Heintzelman
Q&A	

Context

+ Leadership products delivering customer value
+ Innovation that drives higher margin
  - Product cost
  - FastWorks
+ Value in the installed base & long term leadership
+ Leverage the GE Store

Brilliant Factory

Christine Furstoss

- Director, Manufacturing & Materials Technologies
- In current role since 2011
- 26 years with GE

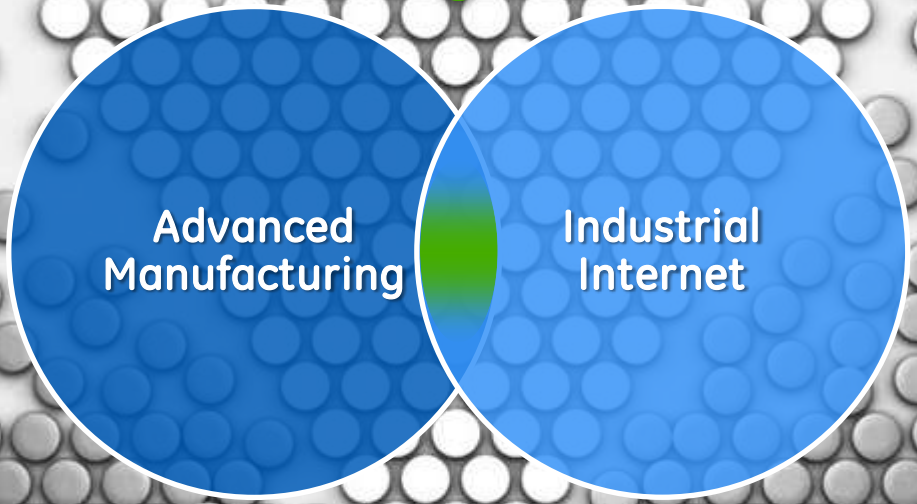
Manufacturing from "The Cloud" to the Factory Floor

The **Physical** and **Digital** worlds are converging …

BRILLIANT FACTORY

Advanced Manufacturing

- ✓ Industrial data growing 2X other data, more complex
- ✓ Collect, analyze, use physical data to:
  - Engage enterprise, engineering and supply chain
  - Build digital thread



Industrial Internet

- ✓ Platforms
  - Open source, collaborative
  - Systems talking to each other
- ✓ Data storage
- ✓ Automation

NEW COLLABORATIVE ECOSYSTEMS EMERGING

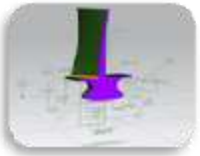
1% productivity savings = $500MM for GE

Digital thread … an enterprise simplification

Design & definition


Design system integration
Model-based definition

Manufacture/source

Model-based manufacturing
Digital inspection & shop analytics

Field and service


Fleet monitoring
Field feedback loop

MANUFACTURING
DESIGN
SERVICES

Supplier Interface

Customer Interface

Why is this important?

Brilliant factory

Cycle time

Productivity

Customer

Industrial Internet

Margin

Quality

Modern Workplace

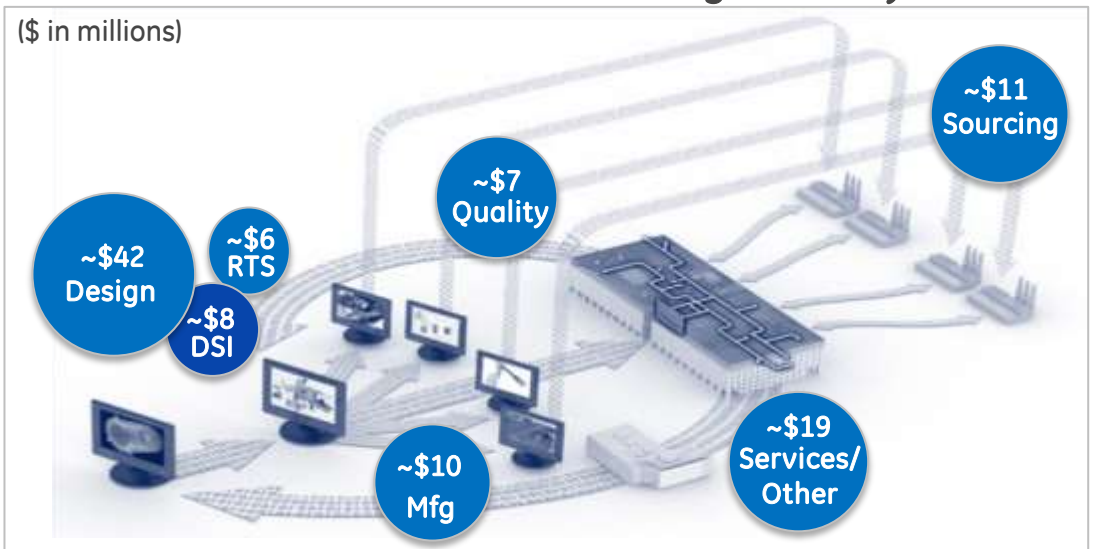
Making Brilliant Factory *real*

Turning Greenville into a Brilliant Factory

- ✓ Landscaped 200+ process steps & quantified savings opportunities
- ✓ Redefining engineering culture … moving from 2D to 3D
- ✓ Investment approved ($12MM expense, $3MM capex over 3 years) … goes hand in hand with H Turbine
- ✓ Cross functional team

~$100MM

(~530K hours) estimated savings over 3 years



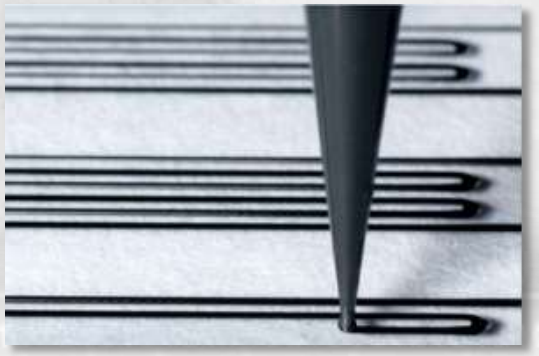
Changing **how we work** … examples:

Before	*After*
• 3 different documents to maintain	✓ Single source of truth
• Manual updates to multiple systems that take hours to run	✓ Systems synched with instantaneous updates

Making an impact with the digital thread

What is physical + digital?

3D PRINTING



25-50% ↓ NPI time

6 months to **3 weeks** tool procurement

20-80% performance improvement with weight reduction

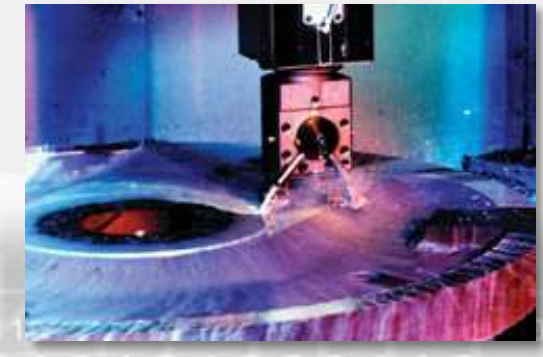
HOLE DRILLING

+50% yield improvement

+20% cycle time

Platform for multiple businesses

ADAPTIVE WELDING



2X-4X productivity

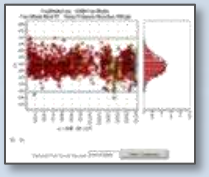
12%→70% working efficiency

Enabler for new Service repairs

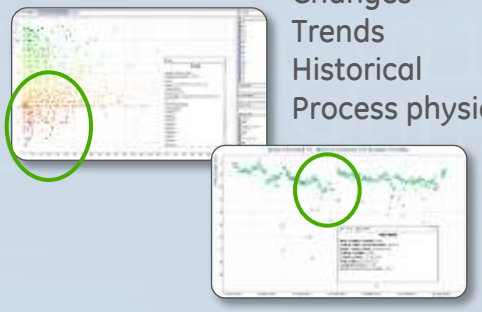
Leading to unprecedented quality, efficiency and speed in manufacturing

Digitizing the factory/supply chain

Real-time factory and supply chain information



Software & analytics



Changes
Trends
Historical
Process physics

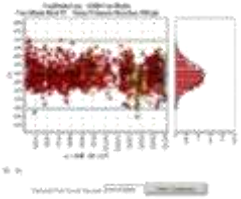
UNDERSTAND IMPACT

Reducing factory & supply chain variation

- Predictive maintenance
- Machine, stocking and flow pattern anomalies
- Supplier performance
- Performance data: Feedback to engineering … the Digital Thread

Data-driven analytics

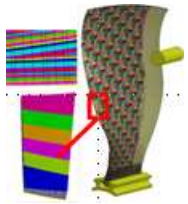
Composite fan blade … complex materials, design
GE manufactured



INFORMATICS
- ✓ Automated data collection and handling
- ✓ Real-time yield analytics
- ✓ Adaptive processing

NEW ECOSYSTEMS
- ✓ IT, Software
- ✓ Materials

PRODUCIBILITY
- ✓ Engineering integration
- ✓ Robust process designs



VIRTUAL MANUFACTURING
- ✓ ~2x improvement in design cycle

AUTOMATION
- ✓ Repeatable processes
- ✓ Real-time feedback for process controls
- ✓ In-line inspections for higher quality + speed

2020 fan blade
EXPERIENCE
100+
million flight hours

First time yield from <20% to >95%

Making our 400 factories brilliant

GE STORE

Operational Knowledge & Factory Tools

Controls and Sensors

Software (Predix)

GE Business Customization

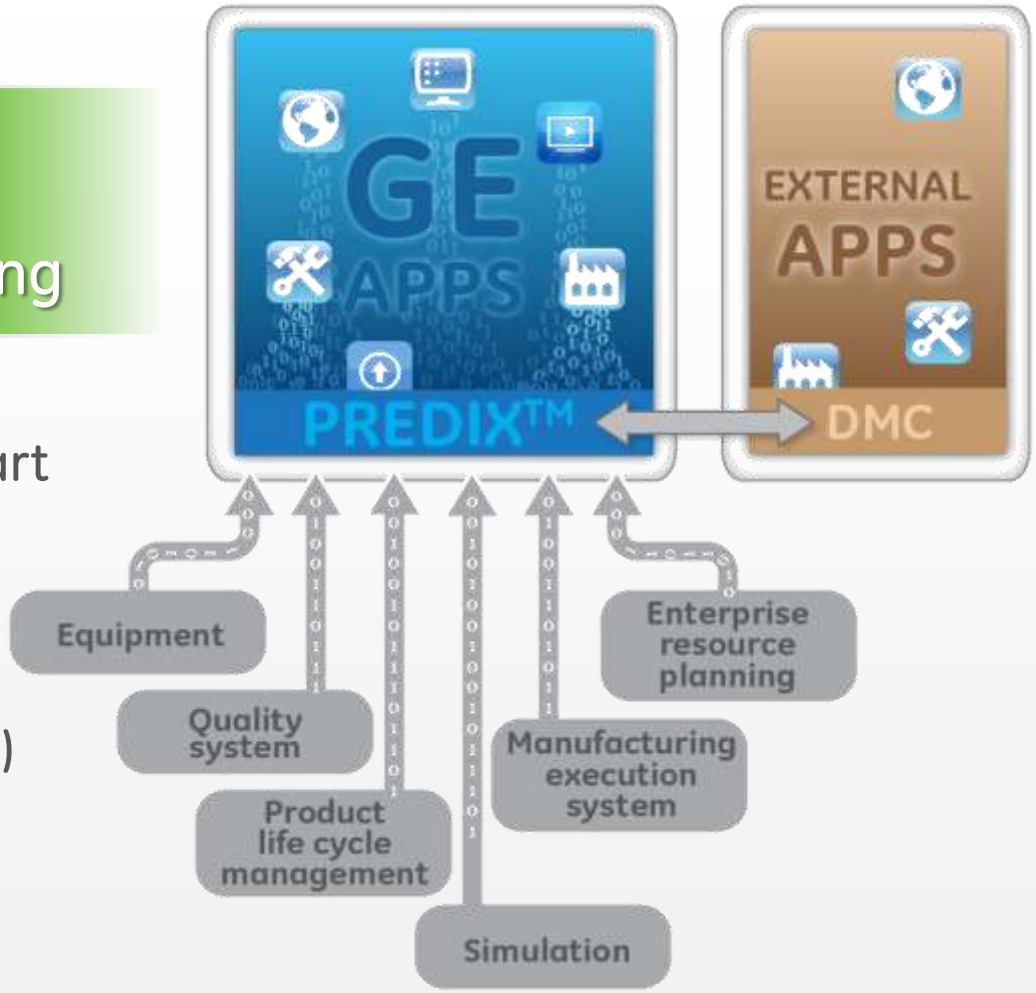
Save up to **20%** on manufacturing time, cost!

Brilliant Factory

An "App Store" to deliver unprecedented efficiency and speed in manufacturing

Integrate GE's virtual design/manufacturing and smart factory data though Predix™

Engage with supply chain partners through Digital Manufacturing Commons (DMC)



1% productivity savings = $500MM for GE

H gas turbine

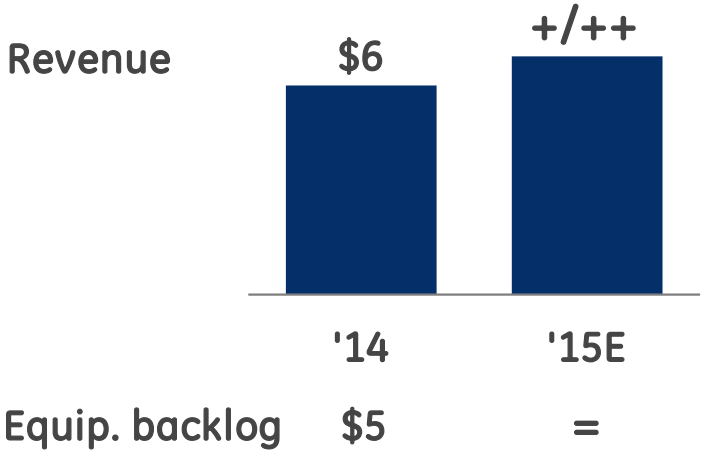
Vic Abate

- Vice President, PowerGen Products
- In current role since 2013
- 25 years with GE

Power Generation Products

($ in billions)

Key metrics



New product launches

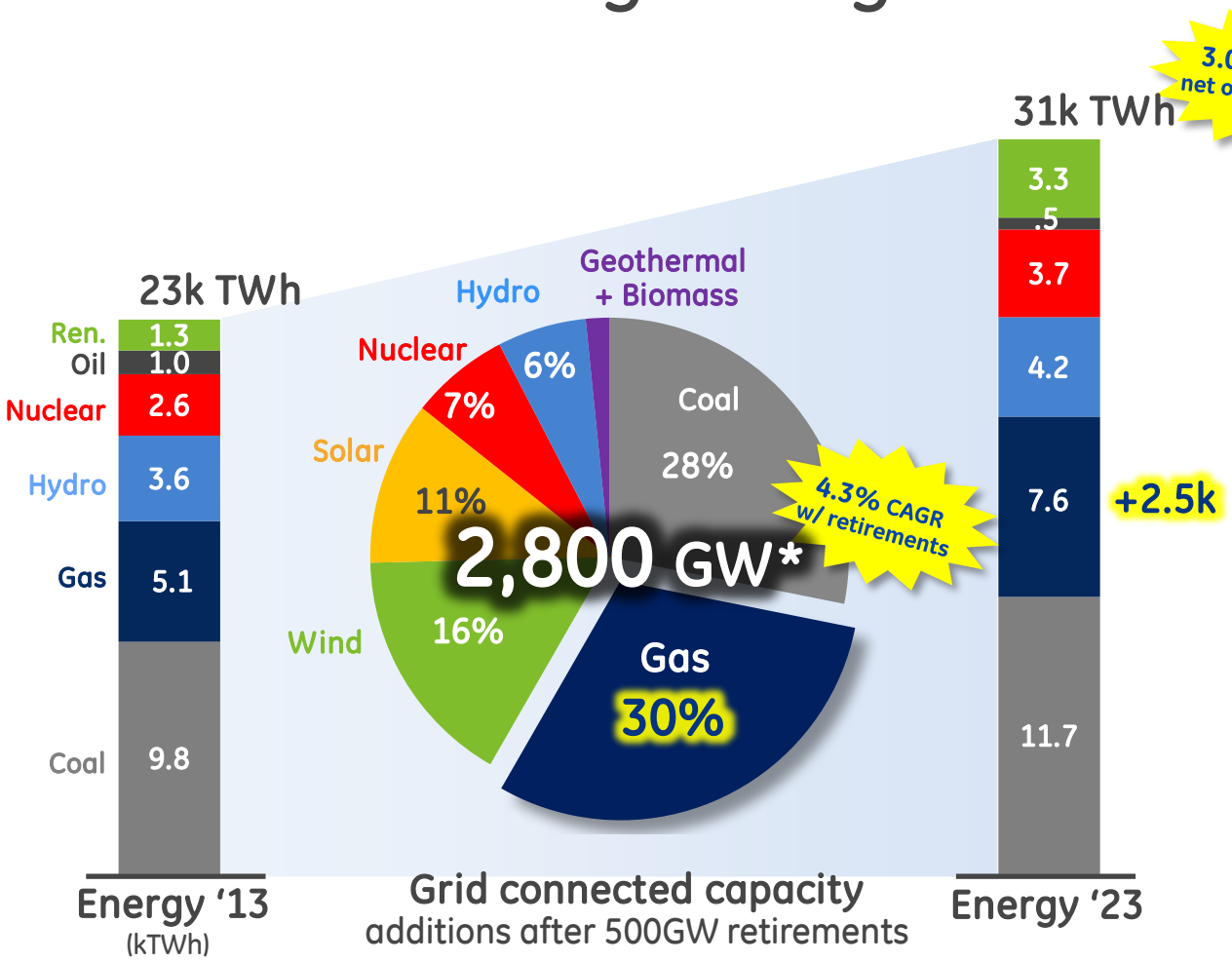
- ✓ H gas turbine + systems
- ✓ 6F.01 … 50 MW leader
- ✓ High efficiency steam turbines & generators

Technology imperatives

1. **Deliver on customer value**
   - + Best lifecycle economics
   - + Industry-leading plant performance
2. **Grow $/installed base**
   - + Penetration growth in H-class
   - + H technology flow down into IB
3. **Expand margins**
   - + Differentiated performance
   - + Product cost
4. **Improve execution & delivery**
   - + Scale H ramp… advanced manufacturing
   - + PRIME packaging & AMD leverage

Power generation technologies delivering the best customer economics

Power demand growing… fundamentals strong



Energy drivers

- Economic growth (GDP)
- Population growth
- Demand-side efficiency

Capacity drivers

- Environmental policy
- Economic displacement
- Peak demand growth
- Fuel availability & price

Natural gas power … leads energy & capacity growth

Sources: World Bank, IEA, IHS, EIA, EPRI, Navigant, Brattle, GE Marketing

* Excludes 600 GW of non-grid connected oil capacity additions

Gas turbine industry leader

Largest fleet

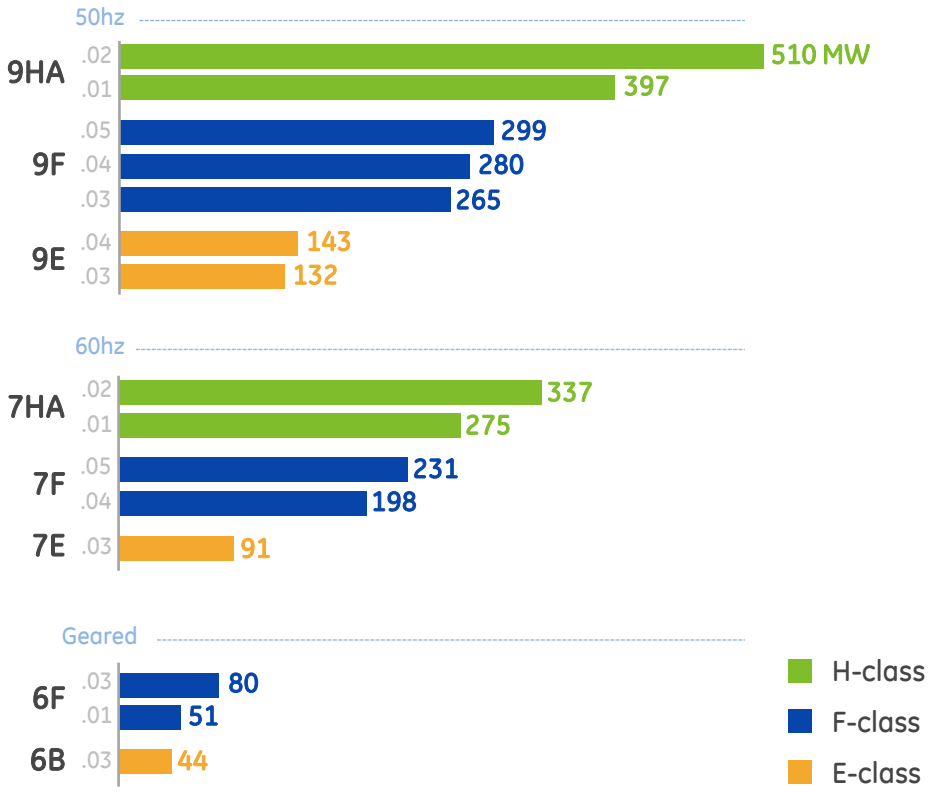
4,500 Units

190MM Operating hours

	GE Fleet	Δ pts. vs. others
Reliability %	97.8	+0.4
Availability %	92.6	+1.5
Start Reliability %	98.0	+0.4

Source: ORAP®. All rights to underlying data reserved: SPS®. Modified by GE. Rolling 12-month data Apr '13 – Mar '14.

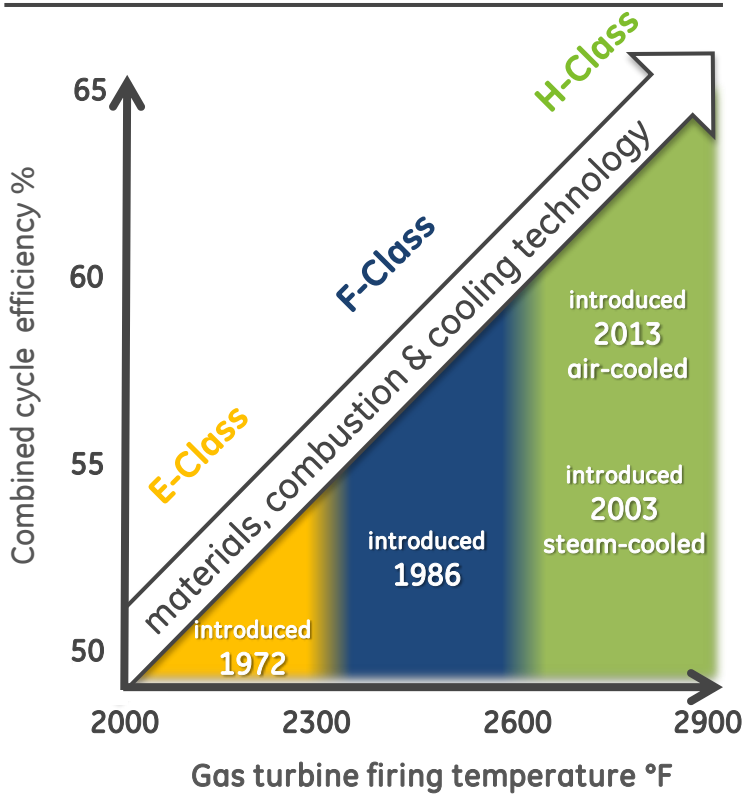
Strongest catalog



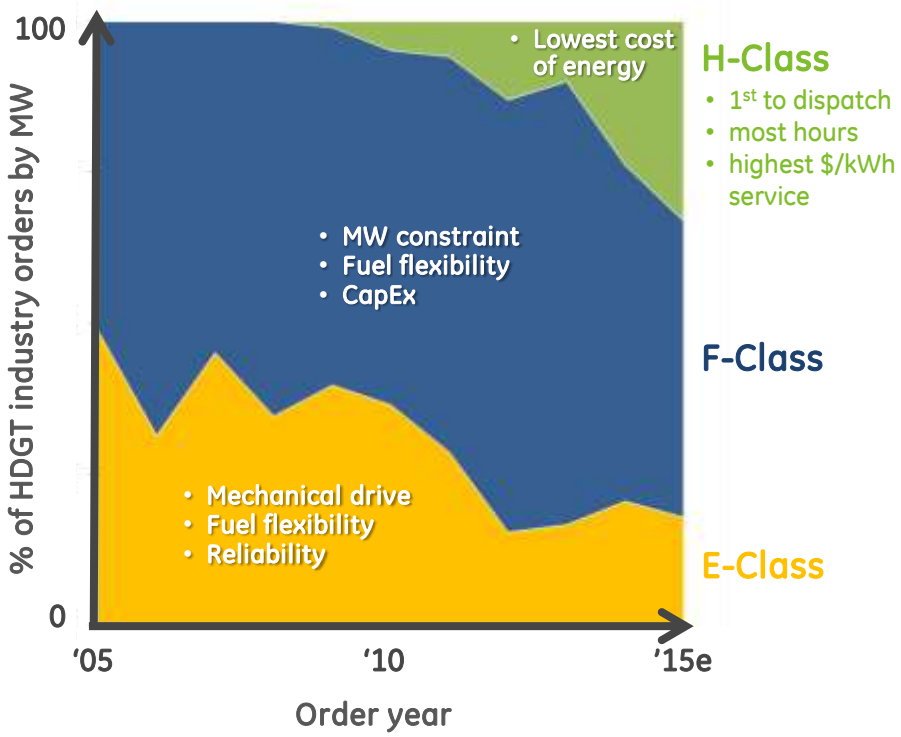
World's largest and most reliable gas turbine fleet

Technology leadership … key to success

Technology advancements



Segment growth



H class growing fastest, generates most revenue… well positioned in all three

Sources: McCoy Power Reports historical data for HDGT > 35 MW and GE Sales estimate for '15

GE's HA gas turbine transforming the industry

F class

55%+ efficient

=

H class

60%+ efficient

$30B
Capex savings

$8B/year
Fuel savings

2X
Operating hours

500 HA units vs. F-Class

H launch advancements…

- Unprecedented validation prior to field operation
- FastWorks reduced NPI cycle by 50% vs. F-class
- Ramping to 30 units per year… launched 50 & 60 Hz simultaneously

Creates more customer, consumer, and OEM value

Winning with the HA … 45 units selected [-a)]

19 7 7 6 2 1 1 1 1

- Includes 15 units in backlog
- 24+ units shipping in '15 & '16
- 84 units current bid activity [-b)]

Sources: GE Sales & Marketing

Customers recognizing value of H-class performance

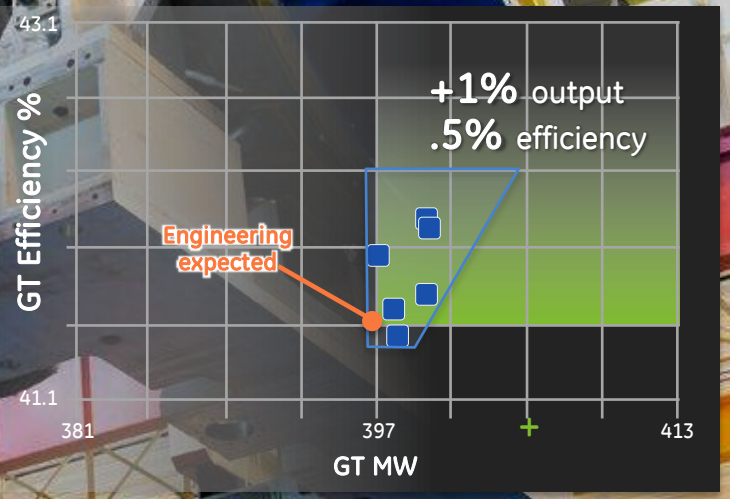
(a - Includes orders and units where customer has selected GE H-class technology. Conversion to an order could be affected by factors such as financing, permitting and project award by end-customer.

(b - Bid activity does not mean that these units will all eventually become orders.

GE's HA gas turbine exceeds expectations

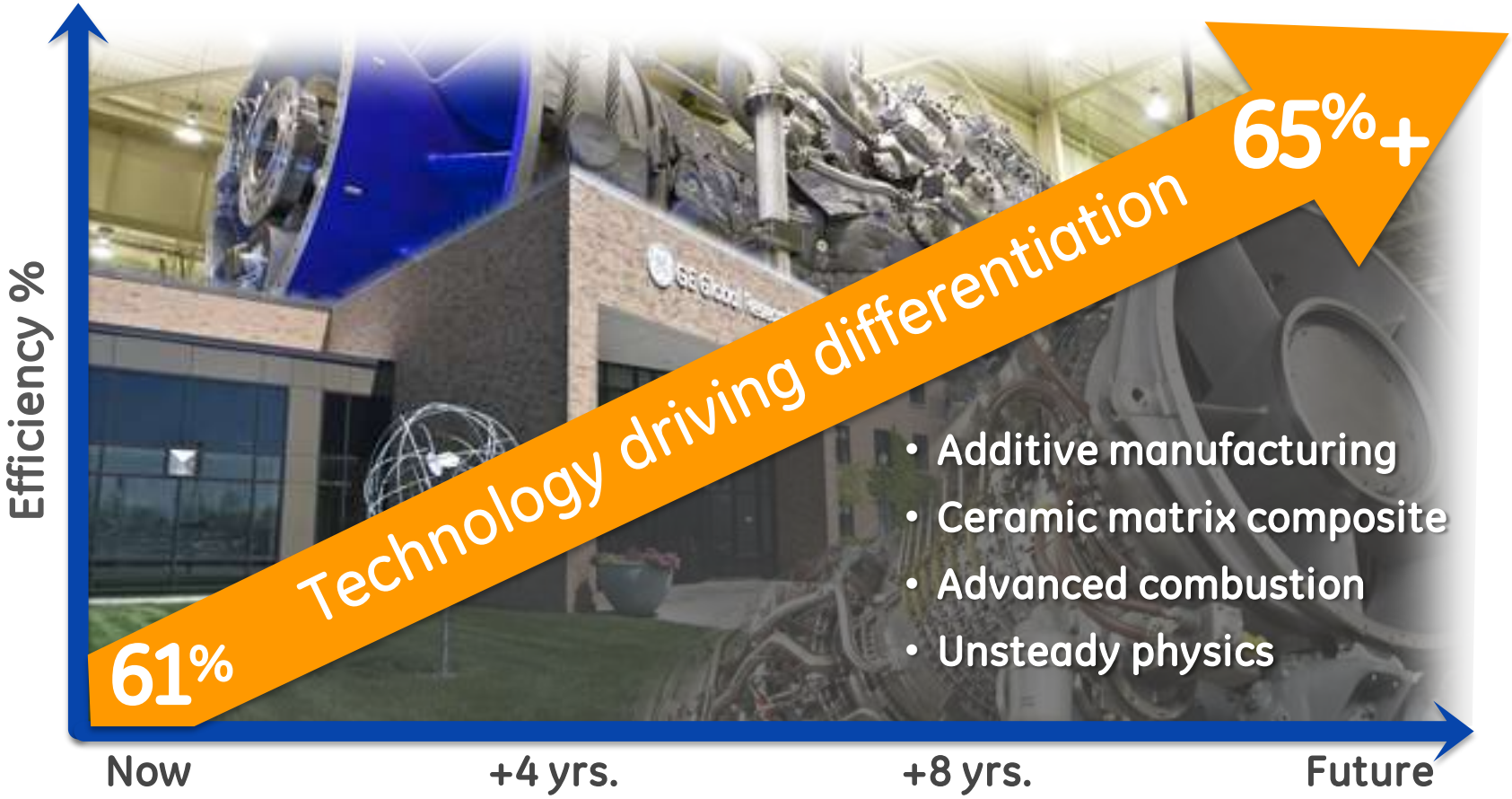
Test Stand		Field Operation
1 Unit 200 Hours	✓ more valuable than	500 Units 1 Year

- Off-grid full speed, full load test capability
- Able to operate beyond "real world" limits
- Comprehensive validation before 1st fire in field
- Enabling rapid acceptance by customers, insurers & lenders



GE has the world's most comprehensive GT full speed, full load test facility

Product plans in place to stay ahead



H product leadership… leveraging GE store to differentiate

Driving product cost leadership

Design

Understand entitlement

- Material selection
- Simplified features
- Lowest $/kW, $/lb., $/flow

Source

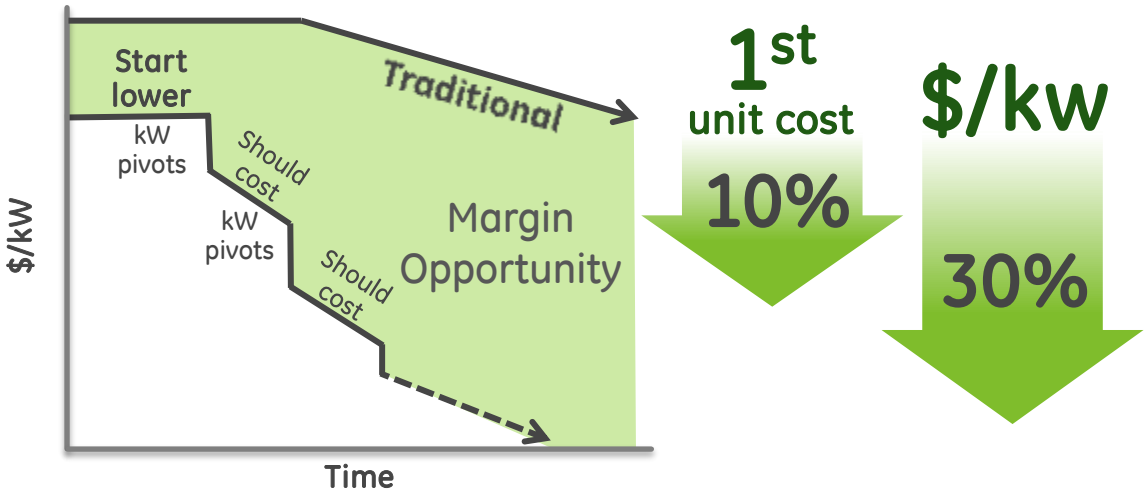
Never pay a higher price

- Volume commitments
- Multiple sources
- Lowest PO

Manufacture

Invest for Brilliant factories

- 3D engineering culture
- Advanced manufacturing
- Integrated data & systems



1st unit cost 10%

$/kW 30%

$/kW cost reductions…

HA launch 10% below 7F.05 launch

7F.05 ↓22% '13-'15

Next 12 months… 7HA.02 ↓20%

Sources: GE Product Management & Marketing

Relentless drive for cost out … competitive NPIs across portfolio … faster

GE well positioned in growing segment

Gas well positioned to grow
Capacity needs & increasing energy demand

GE has most comprehensive gas portfolio
Leading with largest, most efficient H-class technology

Technology required to differentiate
Investing in clear path to sustain

Investing $2B in H-class leadership
Shipments become one-third of 2016+ PGP revenue

Sources: GE Product Management & Marketing

Technology leader, HA revenue ramping ’15-’16

Aviation/LEAP

Bill Fitzgerald

- Vice President, Commercial Engines
- In current role since 2011
- 32 years with GE

Commercial Engines

($ in billions)

Key metrics

Equipment revenue	$8	=
	'14	'15E
Equip. backlog	$27	=/+

New product launches

- ✓ GE Passport … 2015 entry into service
- ✓ CFM LEAP … 2016 entry into service
- ✓ GE9X … end of decade service entry

Technology imperatives

1. **Deliver our next-generation products**
   + Certify Passport and CFM LEAP-1A/1C
2. **Industrialize new technologies**
   + Position supply chain for volume growth
3. **Expand margins**
   + Focus on supply chain productivity
4. **Operationalize digital capability**
   + Improve customer productivity

Committed to technology leadership

Commercial equipment growth

Environment

Passenger demand
(IATA, RPK % YoY)

5.4 (2013) → 5.7 (2014) → 7.0 (2015E)

Load factors
(%)

80 (2013) → 79.9 (2014) → 79.6 (2015E)

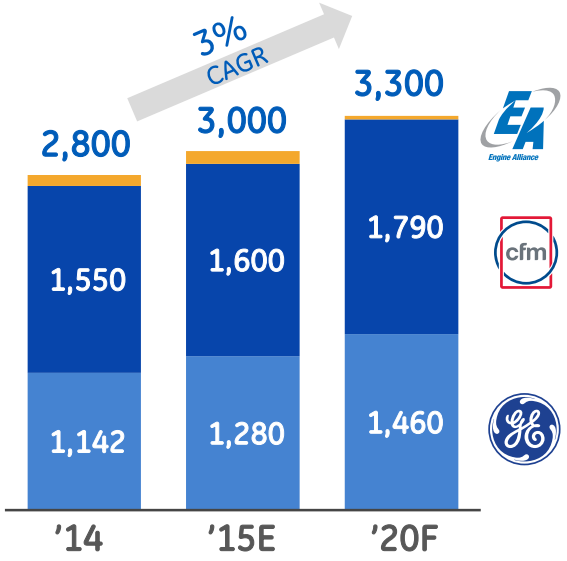
Jet fuel
($/gal)

$2.92 (2013) → $2.69 (2014) → $2.38 (2015E)

Source: IATA, EIA and GE analysis

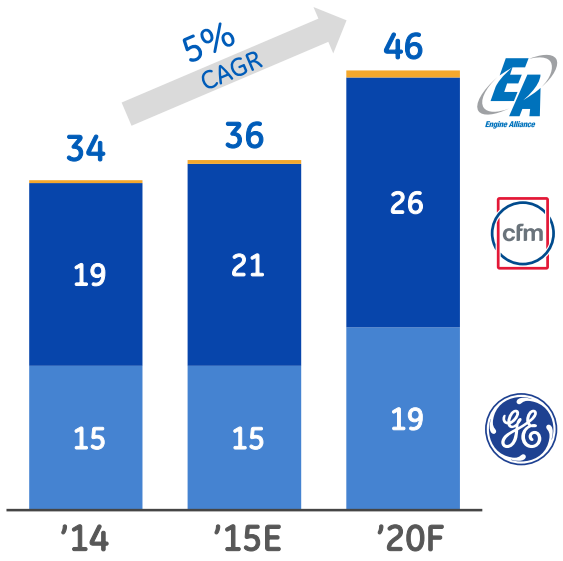
Production volume

of GE and JV engines[-1]



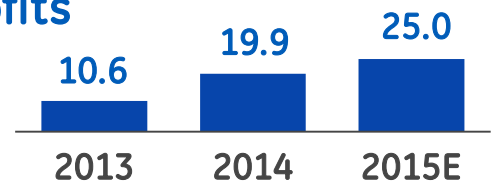
In-service fleet

of engines '000



Airline profits

$Billions (IATA)



... airlines feeling good

CFM is a 50/50 JV between GE and Snecma
EA is a 50/50 JV between GE and Pratt & Whitney
LEAP is a trademark of CFM International
1) - Production volume approx. 34% GE, 62% CFM, 4% EA

Powering right airplanes with great partners …

Widebody

Narrowbody

Regional/Biz

CFM is a 50/50 JV between GE and Snecma
EA is a 50/50 JV between GE and Pratt & Whitney

GE's model … continuous innovation

Aviation needs

- Fuel efficiency
- Reliability
- Cost of ownership
- Emissions
- Noise

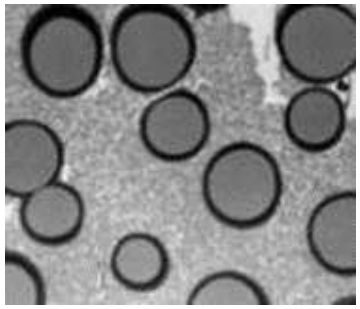
+

Targeted technology development

- Technology roadmaps
- Cross-disciplinary teams
- Ongoing R&D investment
- GE Global research collaboration
- Sustained maturation

=

Differentiated products



Building on technology investment

2011

GEnx

Scale and design for **higher cycle utilization**

2015-2016

CFM LEAP and Passport

Scale & design for **higher thrust and advanced materials**

2020

GE9X

EXPERIENCE

Delivering technology with customer confidence

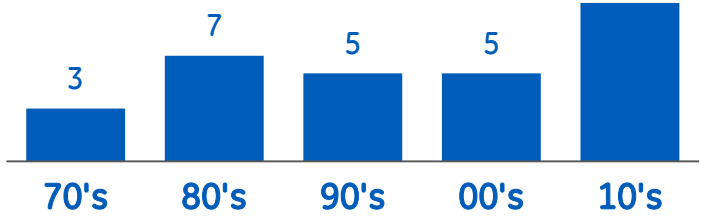
6000 ENGINES

60MM HOURS

Enabling …

- Engineering productivity 10%+
- Manufacturing technology readiness
- Supply chain efficiencies

Commercial launches 9



Technology experience (engines/hours): CFM: ~4,000/~30MM, GE: ~2,000/~30MM. Commercial launches: 19 GE, 9 CFM, and 1 EA

Carbon-fiber composites … improving performance, weight, durability

GE90-94B
777-200ER

’95

Wide chord design
22 blades

GE90-115B
777-200LR, -300ER, 777F

’04

Swept aero
22 blades

GEnx
787, 747-8

’11

Improved efficiency
18 blades

GE9X
Boeing 777X

’20

Improved materials
16 blades

2020 fan blade EXPERIENCE

100+

million flight hours

Extending to fan cases

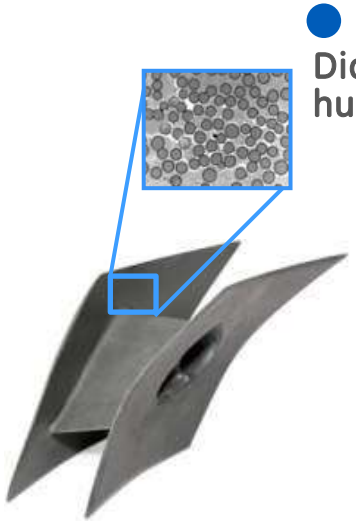
- Integrated structure
- Saves 700+ lbs. per aircraft on 787

… and wind blades

Based on GE estimates

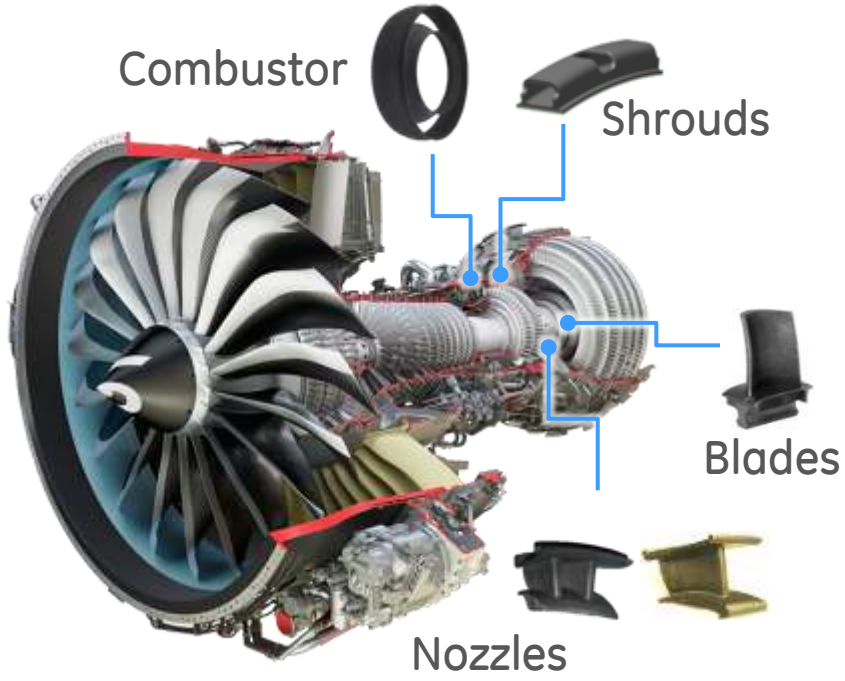
Ceramic-matrix composites (CMCs) … next generation of innovation

CMCs are silicon carbide fibers in a silicon carbide matrix



Newark, DE

CMC Lean Lab … Producibility & Cost



2.3 MM Hours by 2019

2,400°F 500°F hotter than metal + **1/3** weight of metal = better fuel efficiency

Compression technology … driving efficiency through pressure

GEnx
787, 747-8

2011
23-1
Compressor pressure ratio

CFM LEAP and Passport
737MAX, A320neo Global 7/8000

2015-2016
22-1

GE9X
777X

2018 Cert
27-1

1 technology platform …
4 product applications

Performance claims based on GE estimates

Combustion technology

A **20+** year journey in combustion science, materials, & manufacturing that began in GE Energy

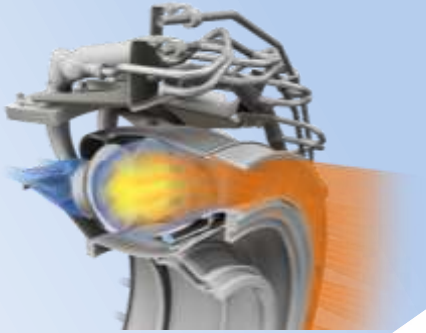
DAC (GE90-94B)
777-200ER, 777F

1995
- Set the industry standard

TAPS I (GEnx)
787, 747-8

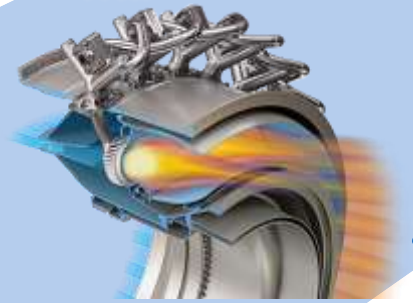
2008
- Evolution in lean combustion

TAPS II (CFM LEAP)
737 MAX, A320neo



2015
- Additive fuel circuit

TAPS III (GE9X)
777X

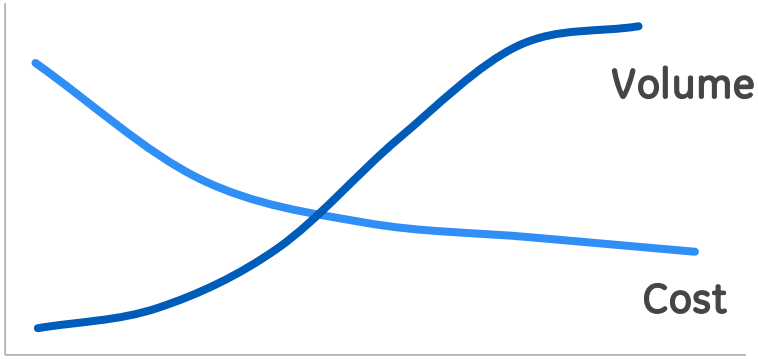


2019
- Higher pressure, new standard in industry

Proven innovation & Leader in NOx technology

Achieving CFM LEAP cost

CFM LEAP engine launch



First three years

- ✓ Leverage GEnx learnings
- ✓ Steeper learning curve
- ✓ Greater volume

How launch is different

Performance

- Executive NPI excellence leader
- SFC, weight, and noise critical

Schedule

- Customer readiness support & training
- Focus on supplier and site readiness

Cost

- Enterprise-wide cost team; 11 Lean Labs
- Engine should-cost analysis

2016 Entry into service

Claims based on GE estimates
LEAP is a trademark of CFM International, a 50-50 JV between GE and Snecma

Building our most efficient commercial engines ever

GEnx … 2% better Fuel Burn and 62% win rate on 787

CFM LEAP … executing on technology, ramping up to production

- 79% of all narrowbody orders -a)

GE9X … 700+ engines sold with 5 years until service entry

- Unparalleled technology maturation

Shaping our future with technology leadership

(a- 79% market share to date: 55% on A320neo & 100% for 737MAX;
LEAP is a trademark of CFM International a 50/50 JV between GE & SNECMA.

Healthcare

Anders Wold

- President & CEO, Ultrasound
- In current role since 2009
- 17 years with GE

Healthcare

($ in billions)

Key metrics

	'14	'15E
Equipment Revenue	$10	+
Market share	30%	+

Select new product launches

- ✓ Revolution CT, Discovery IQ PET/CT
- ✓ MR silent scan, SIGNA PET MR
- ✓ Voluson E10, Vscan Dual Probe

Technology imperatives

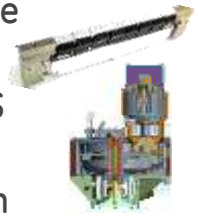
1. **Develop products with improved outcomes**
   - + Clinical, Economic, Operational benefits
   - + Customer backed R&D … speed
2. **Product cost out improvement**
   - + Launch NPIs with expanded GM rates
   - + Engineering focus on material cost
3. **Drive software-enabled growth platforms**
   - + Drive digital capabilities & solutions
   - + Leverage big data to drive value
4. **Services margin accretion**
   - + Grow value added SW enabled offerings
   - + Increase material & labor productivity

Placing the right bets in R&D

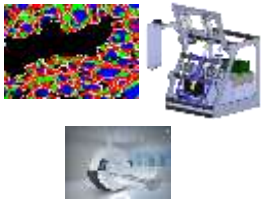
GRC technology framework & key NPIs

Technology for core

Nanotechnology & materials science
Detector and sensor technology
Electronics, miniaturization & MEMS
Signal processing and analytics
Image analysis and computer vision



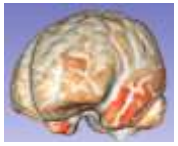
Drive growth & adjacencies



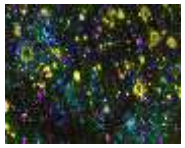
Regenerative medicine
Digital and molecular pathology
Low cryogen head-only MR
4D Intra-Cardiac Echo (4D ICE)

Shape clinical & consumer trends

Brain health

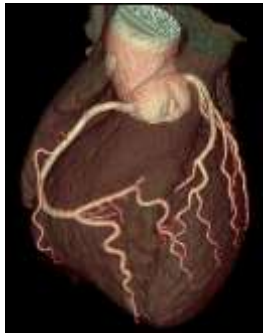


Precision medicine

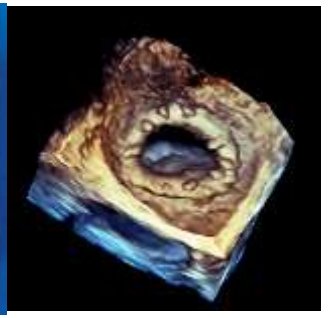


Digital health

CT Revolution



e4D Cardiac Ultrasound



Accelerates product development for operating units … game changer

Ultrasound history

1995

2015

1995

2015

	’95	’14
Ultrasound revenue	$0.2B	$2.5B

Today …

- Global - #1 in all geographies
- Tech lead & customer innovation
- Product - broad & deep portfolio
- Speed - 10+ NPI’s & cost out annualy
- Expand - new users/applications


Point of Care


Primary Care


Cardio Vascular


General Imaging


Women’s Health

Largest & fastest growing market … GE path to leadership

GE Ultrasound… Technology & Customer value

Womens Health - Voluson

Real time

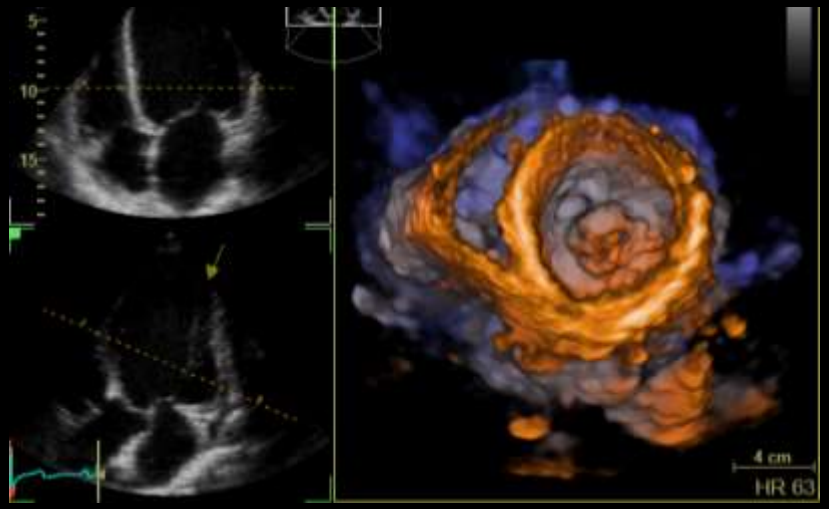
Safe

Easy to use

Portable

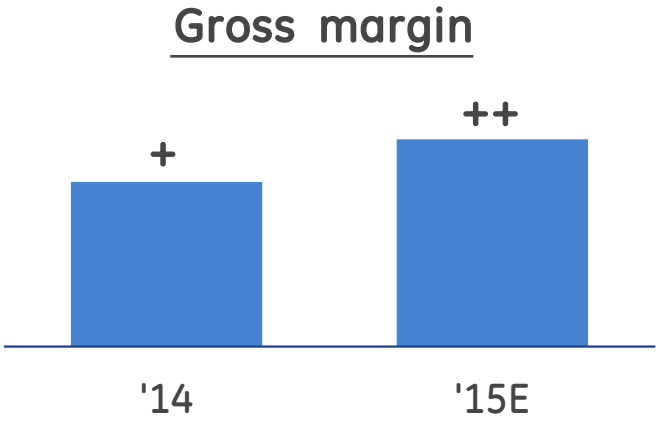
Low cost

Cardiac - Vivid



Primary Care - Vscan

Ultrasound driving gross margin …



1. **Sourcing driving input cost ↓**
   - + Equipment & service materials
   - + Utilize strategic suppliers & leverage scale
2. **Value engineering & design**
   - + Optimize design, drive standardization
   - + Ensure product vitality & leverage software platforms
3. **FastWorks principles guide NPIs**
   - + Embrace sprints & minimally viable products
   - + Understand key "leap of faith" assumptions
4. **Quality & reliability forefront**
   - + Employ advanced manufacturing engineering
   - + Enhance remote capabilities & self service

Culture of cost out drives gross margin accretion

Ultrasound success story built on *all* customers …

- *Customer backed R&D* … ensures success in market, Premium to Value in all care settings
- *Product cost out* … non-negotiable, cardinal rule to drive growth
- *We work fast, one team* … Embedded in culture, winning

Customer driven R&D … drives customer value & GE margin

Power Conversion

Joe Mastrangelo

- Vice President, Power Conversion
- In current role since 2011
- 22 years with GE

Power Conversion

($ in billions)

Key metrics

	'14	'15E
Revenue	$2	+
Equip. backlog	$3	++

New product launches

- ✓ Medium voltage low power drives
- ✓ Large high speed induction motors
- ✓ SeaStream dynamic positioning

Business imperatives

1. **High efficiency products**
   + Power density & power quality
2. **Multi-industry systems capability**
   + Integrated mech/elec/sw solutions
3. **Gross margin improvement**
   + Global fulfilment capability
4. **Fix the platform**
   + Bought from private equity, turnaround

A focused technology leader

The world needs reliable & efficient energy

+78%

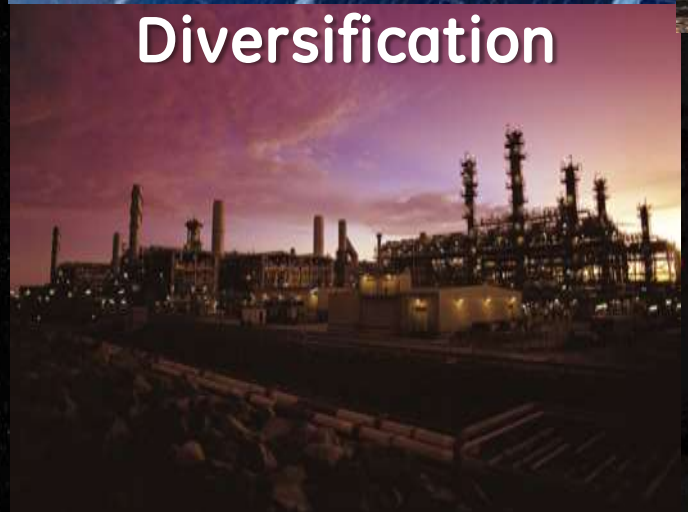
Electricity demand

By 2040

Source: IEA World Energy Outlook

2x new sources + micro-grid growth

Diversification



Energy Efficiency

+35%

Our applications span the energy value chain

Backlog 11-'15 CAGR

What we do

Motion into Electricity 14%

Electricity into Electricity 12%

Electricity into Motion 19%

Renewables & Power Generation

Power Quality & Micro-grids

Marine, Oil & Gas & Industry

How we do it

World class products

Integrated systems

Flawless Delivery

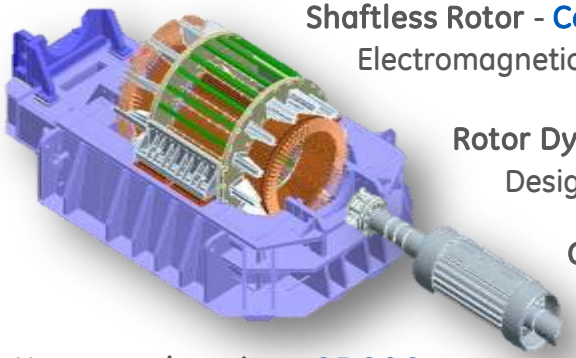
Broad electrical domain expertise

GE Store accelerating new applications

Advanced Induction Motors

Magnetic bearings - **GRC**
Oil-free operation

20+ GE Patents



Shaftless Rotor - **Converteam**
Electromagnetic design

Rotor Dynamics - **GE Aviation**
Design tools - 6X speed

Cooling - **GE Aviation**
Air flow design

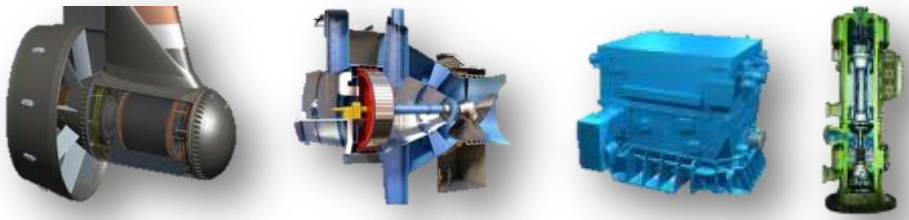
Honeycomb casing - **GE O&G**
Weight ↓30%

GE Oil & Gas - Massa

- ✓ Fully tested technology
- ✓ 80MW induction eLNG testbed

Multi-industry customer outcomes

Marine Renewables Oil & Gas



- ✓ ↑2–5% efficiency
- ✓ ↑10-20% power density
- ✓ ↓15-25% footprint

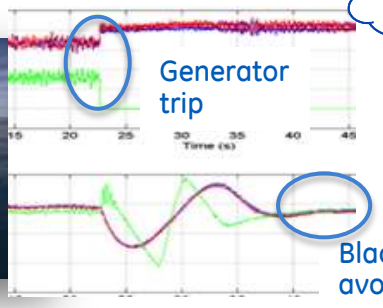
200+ units fleet

Innovation from proven GE technology

Operational experience + SW CoE capabilities

Power Reliability

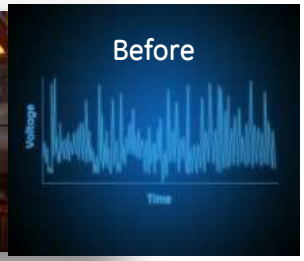
~$0.6B SAS/yr.



- ✓ 4x reduction of power blackouts
- ✓ Up to 4 days ↑ production per year

Power Quality

~$1B SAS/yr.



- ✓ Up to 5x voltage fluctuation reduction
- ✓ ↑ 10-20% production capacity

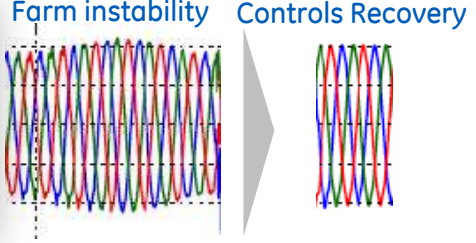
Dynamic Positioning

750 System fleet

- ✓ 10% fuel savings & 20% NOx reduction
- ✓ Enhanced safety and situational awareness

Energy Efficiency

40GW Installed



- ✓ 5-10% production improvement
- ✓ Maximum energy harvesting

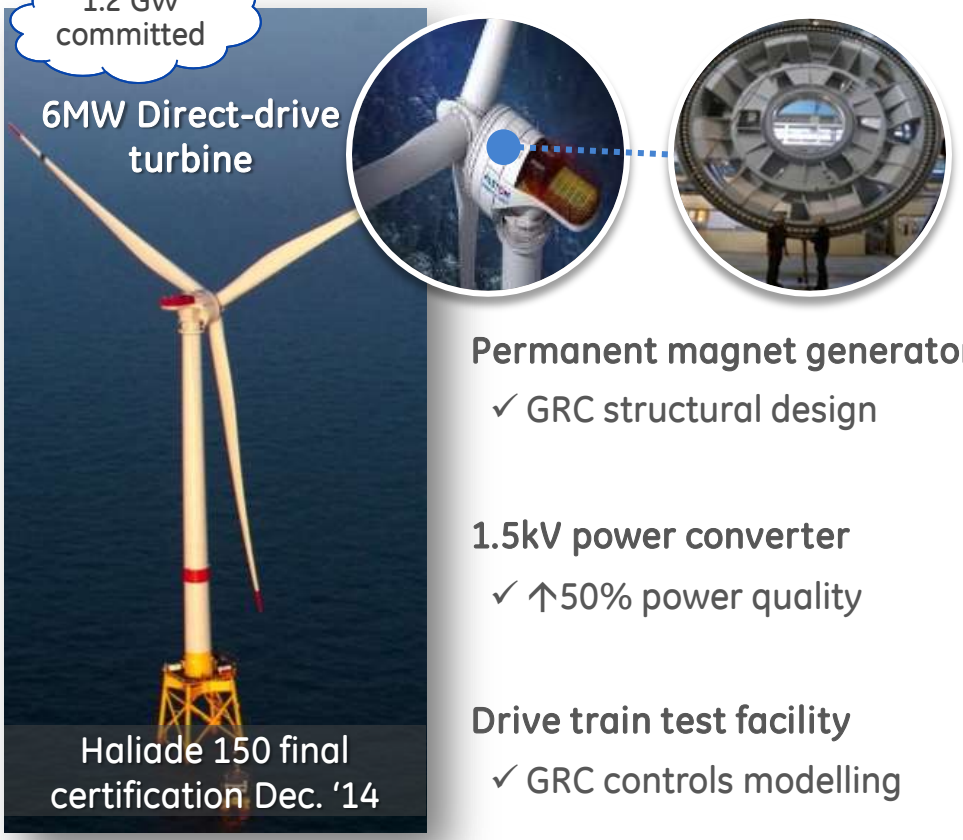
Improving complex systems performance

Higher efficiency renewables technology

Wind

$3B SAS

1.2 GW committed



Permanent magnet generator

✓ GRC structural design

1.5kV power converter

✓ ↑50% power quality

Drive train test facility

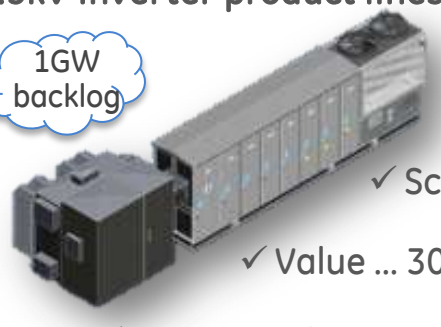
✓ GRC controls modelling

Solar

$1.5B SAS

1.5kV Inverter product lines

1GW backlog



✓ Range … 1-4MW

✓ Scale … 4x↓ Opex

✓ Value … 30%↓ Capex

✓ Proven Tech … 1+ year field experience

GRC developing Silicon Carbide power devices

SiC module Silicon module

1/2	Losses
>2x	Power density
2x	Reliability

Delivering cost-effective performance

Advanced technology applications

Marine

$7.5B SAS

Power

✓ Integrated controls + configurable microgrids

Up to **50%** reduced emissions

Propel

✓ Induction motor + variable speed pumpjet pods

5-10% efficiency gain

Position

✓ SeaStream energy optimization software

7-10% fuel savings

Predictivity

✓ Software + deep mec/elec operational domain

Targeting **(10)%** non-productive time

Oil & Gas

$3.2B SAS

Cost effective

✓ High power density motor + power quality drives

Up to **(30)%** weight & footprint

Higher efficiency

✓ Variable speed drivetrain operability

3-7% efficiency gain

Integrated solutions

✓ Gas to wire system modelling to increase reliability

5-8% Production increase

De-risk projects

✓ Full module construction + test capability

Up to **(40)%** installation time

Continued investment for customer productivity

Infusing technology into product platforms

Lean process improvements

	Before	After	Output
Rugby, UK			2x
Campinas, Brazil			3x
Pittsburgh, USA			3x
Berlin, Germany			2x

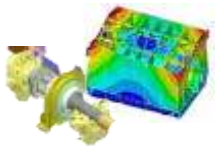
GE enablers

$350M invested

Domain expertise

- ✓ Engineering expertise … rotor dynamic design tools
- ✓ Mexico & Poland tech centers … 3,000 engineers

Digital capabilities



- ✓ Global IT infrastructure … 1 ERP, PLM, general ledger
- ✓ Engineering design … CAD, CAM, 3D design tools

Manufacturing technology

- ✓ Oil & Gas + Transportation product structuring
- ✓ Oil & Gas + Power & Water factory capability

Integrated Testing capabilities

- ✓ Power Conversion industrial test benches expertise
- ✓ Oil & Gas Complex string testing capabilities

+5pts gross margin improvement over 3 years

Ready for tomorrow's energy challenges

Electrification … 78% growth

Diversification … 2x new sources

Energy efficiency … ↑35%

1. **Technology development** … ↑ Power density for efficiency & footprint
2. **Systems capability** … simulation & testing to ↑ reliability
3. **Expand gross margins** … Product structuring = variable cost-out
4. **Consistent performance** … building a new GE platform

GE Store = accelerated innovation with proven technology

Turbomachinery Solutions

Rafael Santana

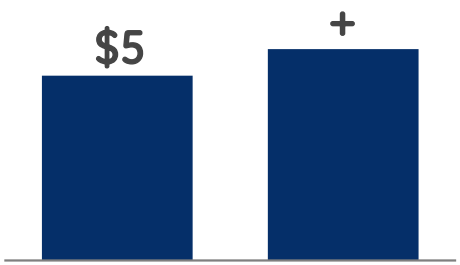
- Vice President, Turbomachinery Solutions
- In current role since 2013
- 15 years with GE

Turbomachinery Solutions

($ in billions)

Key metrics

	'14	'15E
Revenue	$5	+
Equip. Backlog	$4	+



New product launches

- ✓ NovaLT16 gas turbine
- ✓ HPRC High Pressure Ratio Compressor
- ✓ Outcomes based services … Max Predictivity series

Growth imperatives

1. **Deliver on customer value**
   - + Speed to market … plug & play modularized solutions
   - + Maximizing value … Power Density & Outage Excellence
   - + Incubating new technologies with customers
2. **Excellence in Execution**
   - + World-class project execution
   - + Unparalleled testing capabilities
   - + Delivering 6% Variable Cost Productivity in '15
3. **Maximize GE returns**
   - + GE Store as a differentiator
   - + Investing 15%+ in new technologies

Profitable growth driven by maximizing customer ROIC

A compelling portfolio for gas infrastructure

PRODUCTION

Upstream onshore & offshore gas

PROCESSING

LNG/FLNG

TRANSPORTATION

Pipeline

Aeroderivative Gas Turbines

Heavy Duty & Industrial Gas Turbines

LNG & Pipeline Compressors

Electric Motors & Generators

Controls & Sensors

Financial Services

Industry we serve & our presence

Upstream power & gas handling

Liquefaction

Compression stations

The GE Store

Turn-key Solutions

Industrial Modules

Upgrades

Integrated turbocompression packages

← Customer Service Agreements + Monitoring & Controls —— Our differentiator →

20 Years in GE … Strong foundation of growth throughout cycles

Different customers, common challenges

Time to market

- 70%+ of projects delayed
- 50% decline in Upstream labor productivity

Design to Cost

- Offshore topside weight has ↑4X in past 10 yrs.
- 60%+ of projects facing cost overruns

Technology/ Efficiency

- $15B of gas flared every year
- 65% of discovered oil fields still undeveloped

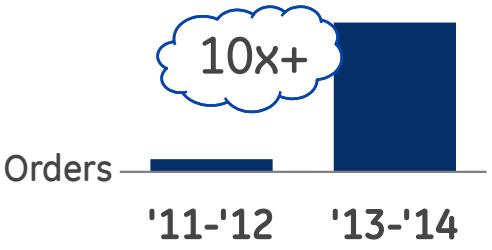
Solutions to maximize customer ROIC

Solving challenges with technology

Modules

Reducing time to market

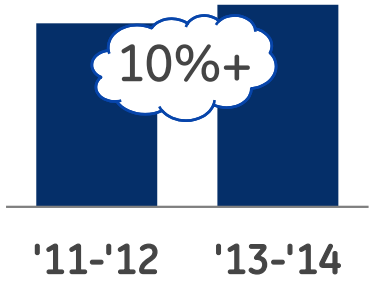
- ↓8 months Lead Time
- ↓90% On-site man hours
- 3x Workscope vs. stick-built



Offshore

Design to cost

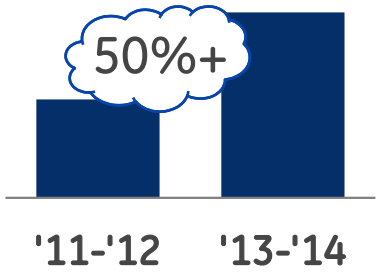
- ↓22% Weight of product
- ↓22% Footprint of product
- ↓20% Product Lead Time



Upgrades

Extending asset life

- ↑10% Fuel efficiency availability
- ↓50% Time vs. Greenfield
- ↓40% Cost vs. Greenfield



Improving returns for customers, driving margins for GE

Maximizing value for the GE Store

Power & Water

- Aero generators
- HD Frames – FR6/7/9
- Services

Aasta Hasten Project

- ✓ Statoil… first deep-water development in Norwegian Sea … deepest 36’ pipeline
- ✓ 1st **LM6000 MD application** in Offshore and **SeaSmart Package** … optimizing footprint↓ weight↓

Energy Management & GE Capital Financing

- Motors & Generators
- Drivers & E-house
- Debt & export credit

Freeport LNG Project

- ✓ North America’s **1st eLNG project** … from equipment supplier to turn-key systems integration & project financing
- ✓ **GE LNG solution …** Main refrigeration compression trains driven by electric motors … Integrated plant & power grid modelling

Integrating GE technology into value-added solutions for Oil & Gas customers

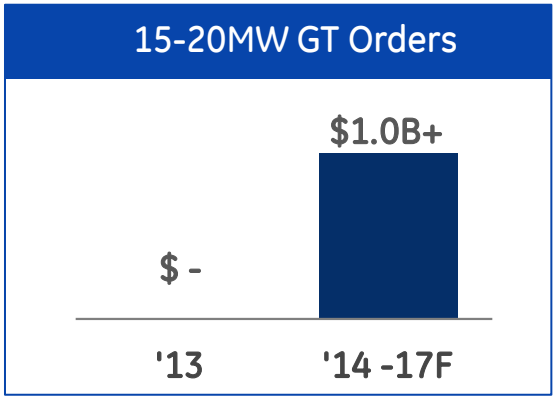
NovaLT16 … entering into a $5B space

Up to +2 pts. Partial Load Efficiency

1 day engine swap

Best in class cost

- ✓ Aviation tech into Light Industrial turbine … Best in class efficiency, ↓ emissions
- ✓ *FastWorks* approach … from concept to 1st engine test in 30 months
- ✓ *Should-cost* and *design-to-cost* embedded
- ✓ Asset Performance Management … maximizing customer value through Predix



Incremental $1B equipment space in 2015

Turbomachinery leading customer solutions

- Leading through technology & expertise — Best of GE Store for Oil & Gas combined with advanced services knowledge
- Strategically positioned to lead major industry trends
- Partnering with Customers — fostering continuous improvement & flexible solutions
- Differentiated project execution, product testing and scalable supply chain capabilities
- Consistent margin expansion … Design to Cost & Lean structure

Positioned to drive profitable growth

Tier 4 Locomotive

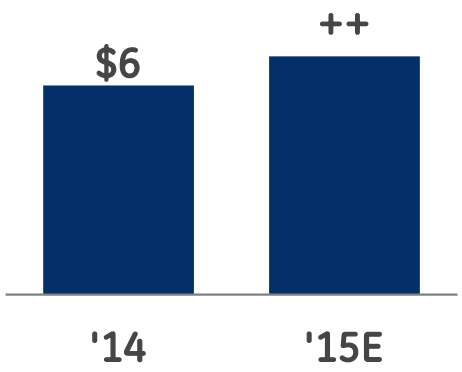
Tina Donikowski

- Vice President, Global Locomotive Operations
- In current role since 2013
- 38 years with GE

Transportation

($ in billions)

Key metrics



	'14	'15E
Equip. backlog	$6	-

New product launches

- ✓ Evolution Series Tier 4 locomotive
- ✓ Marine Series Diesel Tier 4 engine
- ✓ 400 ton Mining truck

Technology imperatives

1 Lead in product and technology
- + Execute Tier 4 commercialization and manufacturing plan – successful launch
- + Tier 4 Marine penetration
- + Develop LNG locomotive

2 Grow services… Build RailConnect 360
- + Deliver improved customer outcomes
- + Continue to develop software capabilities
- + Have the most reliable products

3 Globalize platforms
- + Utilize platform strategy, vital organs technology
- + JVs and partnerships to grow in strategic regions
- + 32% revenue outside U.S.

Continued investment in technology drives business growth

Strategic technologies … Scaled from core

Vital components

Engine

CMU/RM&D

Cooling System

Alternator

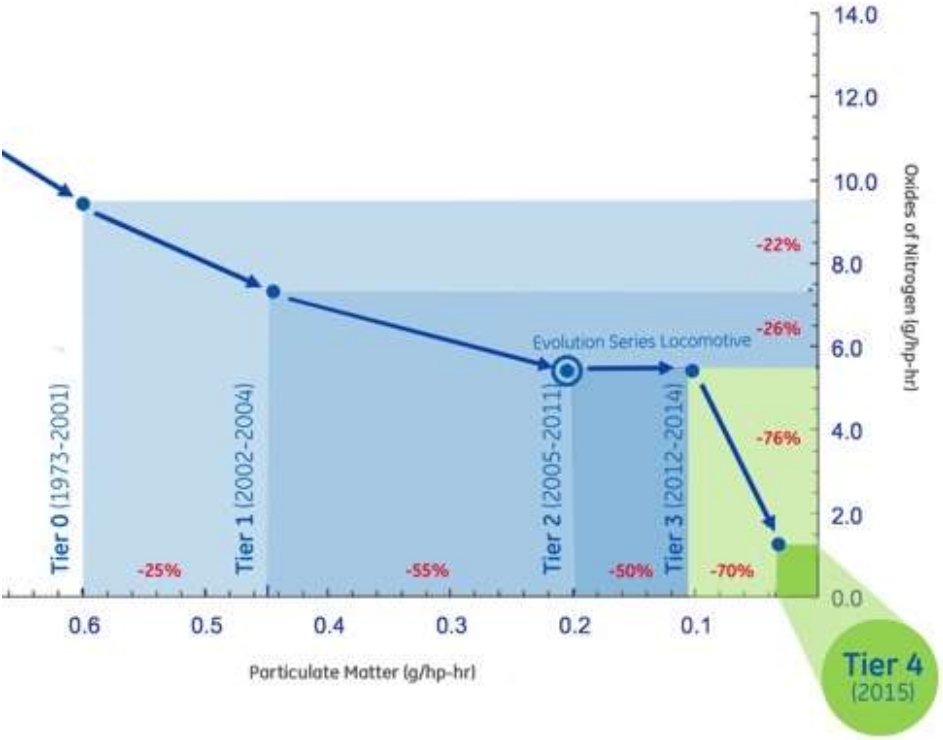
Control/Power Electronics

Traction Motor

Services	Mining	Drill	Stationary	Marine
Installed base upgrades, prognostics, asset mgmt	Drive systems for Mining trucks	Motors for Drill	Engines for power gen	Engines for boats

The message was clear

MESSAGE FROM EPA

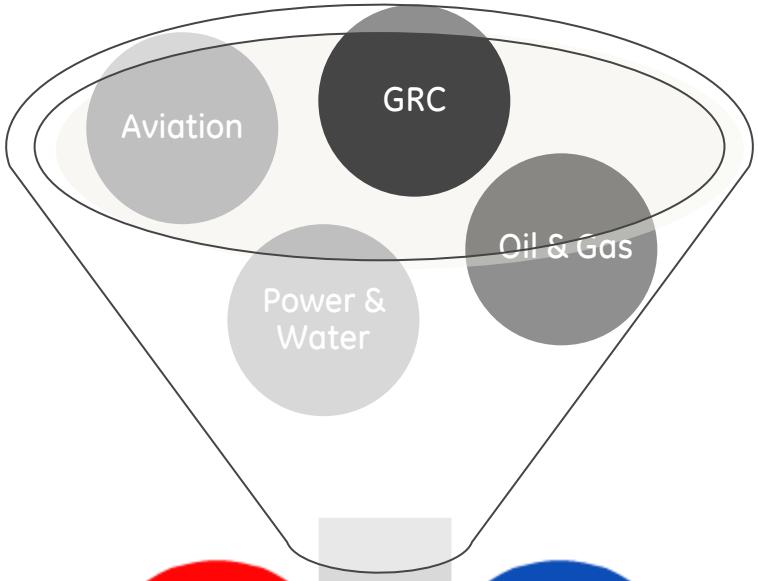


MESSAGE FROM CUSTOMERS

Contractual Commitments: "Had to ***guarantee*** that our T4 solution would not use urea-based aftertreatment… or provide 25 locomotives ***free of charge.***"

Leveraging the GE Store

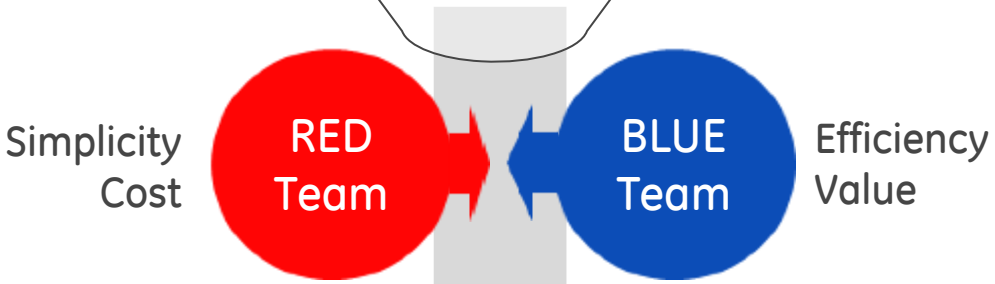
Aviation	Maximizing that last drop of efficiency
Power & Water	Manages fuel, combustion, and power
Oil & Gas	Turbocharger technology
GRC	GE's very own "Google"



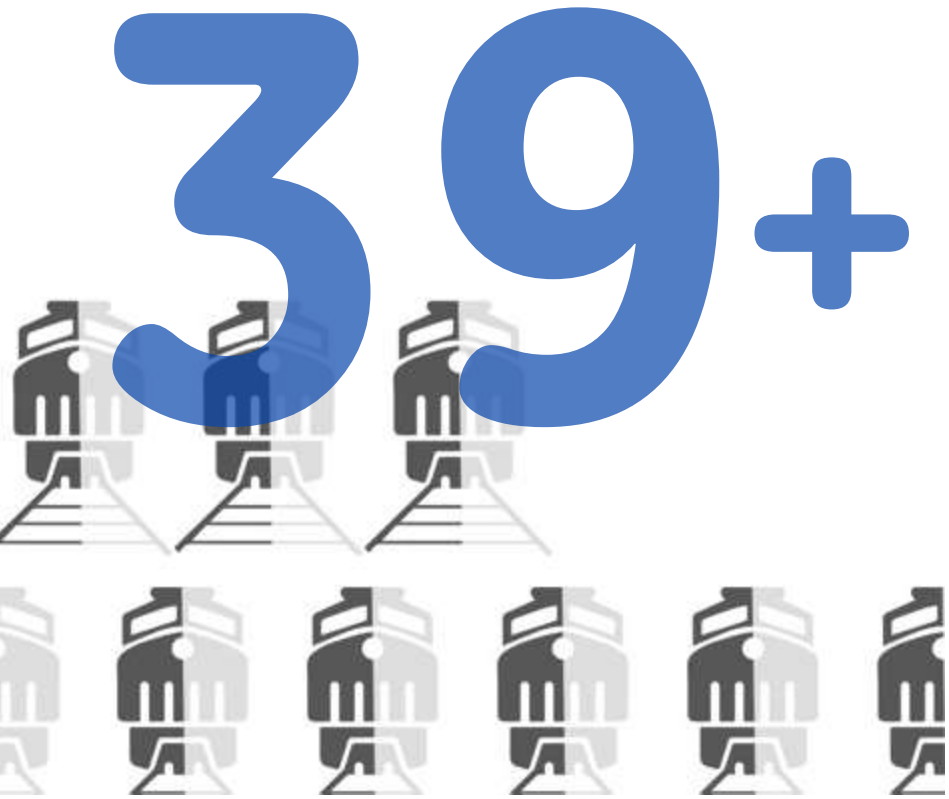
Red Team/Blue Team approach – internal teams **compete**

Draw on experts across **multiple businesses**

Tier 4 - elements from **both teams**



Where we were



Starting up new Fort Worth locomotive build site and 2nd remanufacturing site

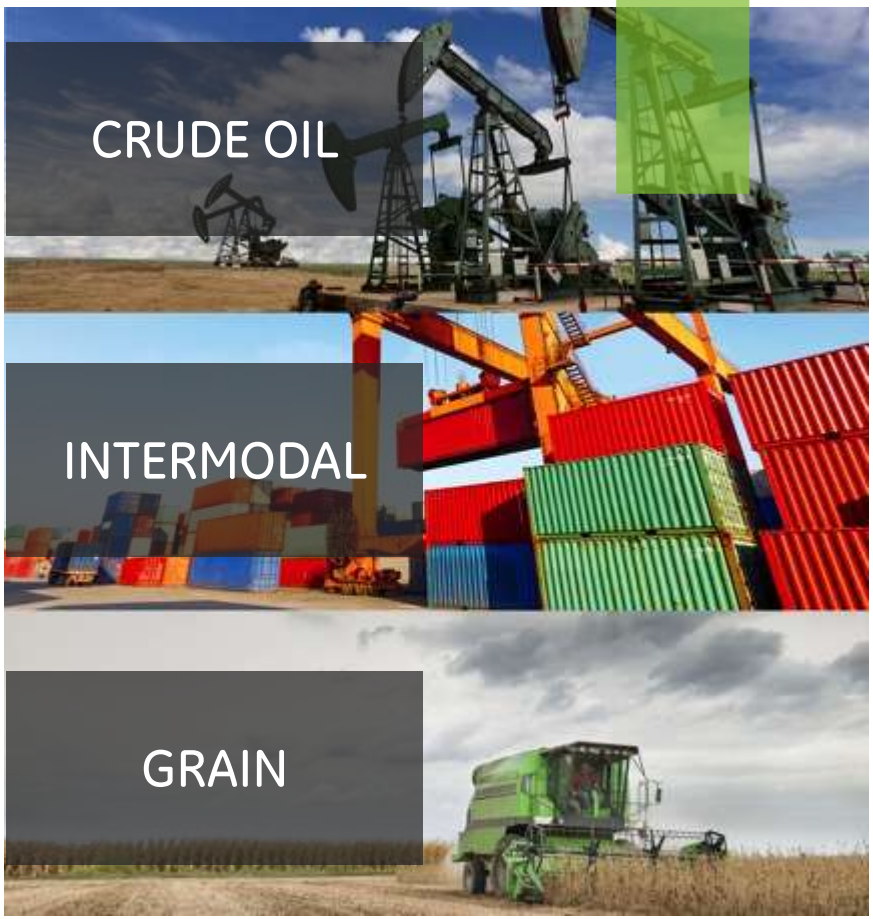
Customers told us they wouldn't purchase Tier 4 locomotives

Communicated to suppliers to reduce their capacity

What changed? Market forces.

DEMAND

+4-5%



VELOCITY

-15%

Where we ended

GE sold out 2014 capacity

Competitor announced no product until 2017

GE announces 1,000+ Evolution Series Tier 4 locomotives on order for 2015 – 2017… A record year!

Tier 4 execution

Technical execution

- ✓ Field test units operating
- ✓ Enhanced endurance testing
- ✓ EPA certification received
- ✓ Preproduction units launched
- ✓ Bi-monthly RR CMO briefings

Cost actions

- ✓ Critical "X's" identified/tracked
- ✓ Loco, engine, test labor ↓
- ✓ Multiple sources qualified
- ✓ Supplier volume commitments
- ✓ Design changes on 1st production unit

Team

- ✓ Top talent draft in support of launch
- ✓ Dedicated resources - all functions
- ✓ Shared scorecard - "T4 on a Page"
- ✓ Weekly rhythm with CEO & staff
- ✓ Increased speed, focus, intensity

Investing for success

Fort Worth

- North American locomotive production CoE
- Best-in-class facility … 2,000+ external visitors

Erie

- Investment in technology, manufacturing upgrades, and facility improvements
- Focused on international and overflow

Grove City

- New dedicated remanufacturing site … ↑ cleanliness for reliability, record output … new + service
- Investments in automation, machining and IT + sensing capability … drive ↓ cost
- 2 new production lines added for Evolution Series locomotive engine

Investing in manufacturing

Ensuring return on investment

Simultaneously worked design and product cost to optimize both

	OLD MODEL	TIER 4 MODEL
DESIGN	Serial process Complete design before allowing for improvements	Blue and Red Team competition Received customer/market input which influenced improvements
MATERIAL	Single source throughout the development/launch, consider secondary supplier later	During development worked with multiple suppliers from the start… Encouraged competition
LABOR	One factory, 100% made in one location	Multiple factories & production lines Implementing Brilliant Factory

BENEFIT: Accelerate cost-out process


We're a technology company that invests despite market uncertainty
We leverage the scale and expertise of the GE Store
Inspire, empower, and focus employees to work towards one single purpose
Adapt and learn to improve cost-out process

Gross margins

Dan Heintzelman

- Vice Chairman, Enterprise Risk & Operations
- In current role since 2013
- 35 years with GE

Gross margin focus

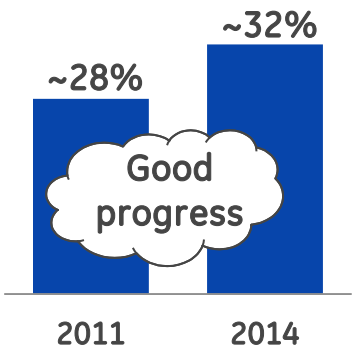
($ in billions)

Segment margin performance

	2011		2014	
Op profit margins	14.8%	→	16.2%	✓
SG&A/sales[a)]	18.5%	→	14.0%	✓
Gross margins	28.0%	→	26.5%	Mix

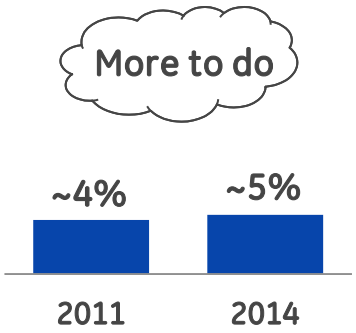
Services

(Op. profit margin)



Equipment

(Op. profit margin)



Strategy

- Programmatic approach to gross margin expansion
- Business & functional deep dives
- Cross-functional engagement
- Critical X's driven deep into organization … ownership & accountability
- Cross-business best practice sharing & synergistic opportunities
- Restructuring actions where appropriate

Competitiveness = best technology at the right cost

(a - SG&A/sales on Industrial basis, including Industrial segments and Corporate

How we're attacking gross margins …

Y = Product/service costs

					Owners
X_1	**Material**	Product design Deflation	→	Drive to should cost Supplier diversification	Supply chain Sourcing Engineering
X_2	**Labor**	Competitive wage Labor productivity	→	Low cost countries Lean	Supply chain HR
X_3	**Overhead**	OCPH Indirect cost	→	Multi-modal factories Bullet train reviews	Supply chain
X_4	**COQ**	Supplier recovery Scrap/rework reduction	→	T&C enforcement Defect process control	Supply chain Engineering
X_5	**Services**	Unplanned outages Labor productivity	→	Reducing downtime Field services efficiency	Services

1. Multi-functional approach … everyone engaged
2. 100% of costs allocated to an owner … mechanisms in place to track progress
3. Incentive compensation structure that supports gross margin framework

How we are driving gross margins …

GE Corporate

Jeff Bornstein
CFO

Dan Heintzelman
Vice Chairman

Quarterly reviews

X-business best practice sharing

P&W O&G EM Aviation Healthcare Trans. Lighting

CEO

Product management

Supply chain/sourcing council

Service council

Supply Chain	Sourcing	Engineering	Services
X_1 Product cost	X_1 DM deflation	X_1 Target/should cost	X_1 Reliability
X_2 Factory OCPH	X_2 Indirects	X_2 Eng. OCPH	X_2 Field Services
X_3 Labor	X_3 Should cost	X_3 R&D cost	X_3 Big data

Every X has a target and owner

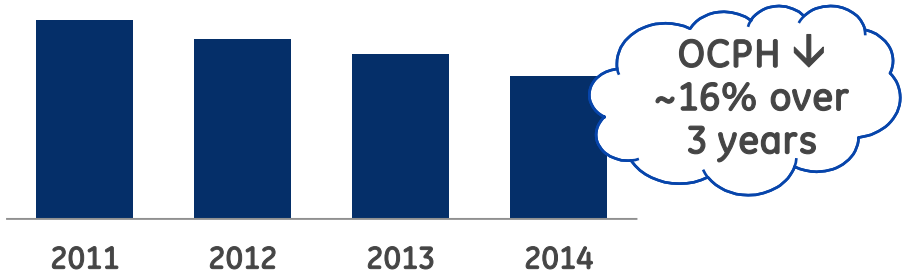
Supply chain and Sourcing

Ideas & levers to improve product cost

- **Achieve product cost & operating expense targets**
- Drive **labor productivity** & reduce **operating cost per hour** (OCPH)
- **Implement advanced manufacturing** technology to improve competitiveness
- Optimize the use of low cost countries to **decrease labor/conversion cost**
- Understand supplier cost drivers & work with engineering to **optimize product design**

Examples

PGS repair shops … operating cost per hour



✓ Utilize multi-modal & low-cost facilities
✓ Integrate with unit manufacturing base

Oil & Gas … operationalizing "big data"

- Visibility & tools for ~1400 users
- 80% spend ingested, real-time feeds
- Growing analytics for commodity consolidation, best cost, open PO variances

✓ ERP consolidation key enabler
✓ Leverage across all businesses

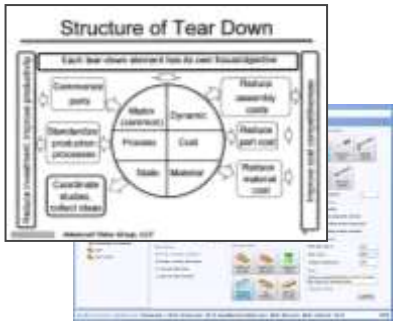
Engineering

Design to cost targets

- Achieve target product cost early in design phase … **launch NPIs at target cost**
- Embrace should cost tools & work with Supply Chain/Sourcing to **reduce direct material cost**
- **Design cost out** of legacy products
- Manage variable engineering cost & **reduce engineering operating cost per hour**

Examples

Industrial Solutions … product teardown



- ✓ Teardown of 7 top competitor products
- ✓ Scoring for part count vs. ideal, fabrication, assembly
- ✓ Detailed part costing
- ✓ Reverse assembly exercise

Target cost < best-in-class competitor

Healthcare … design for cost

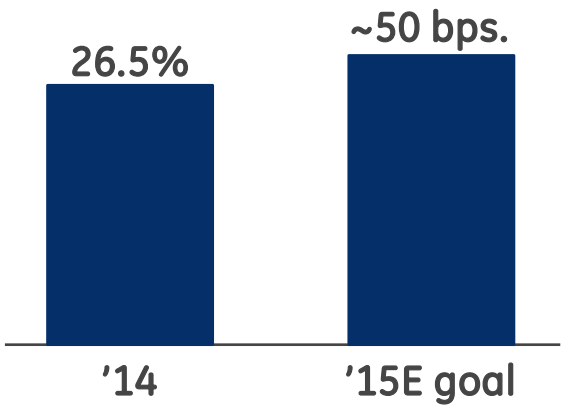
MR Kizuna 3T

- ✓ Install footprint … 25% smaller
- ✓ Install timing … 30% faster
- ✓ Power consumption … 50% lower

Reduced total cost for GE & customers

2015 gross margin framework

Segment gross margins



- ✓ Teams aligned and executing
- ✓ Every X has an owner
- ✓ Incentive structure in place

Summary

- Technology leadership
  - H gas turbine
  - LEAP engine
  - Healthcare
  - Power Conversion
  - Turbomachinery
  - Tier 4 locomotive
  - Brilliant factories
- GE Store: GRC/business partnership
- Competitiveness = best technology at the right cost

Running teams to ~50 bps. gross margin expansion in 2015