

Pivot

GE Shareowners Meeting
April 22, 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 our announced plan to reduce the size of our financial services businesses, including expected cash and non-cash charges associated with this plan; 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: obtaining (or the timing of obtaining) any required regulatory reviews or approvals or any other consents or approvals associated with our announced plan to reduce the size of our financial services businesses; our ability to complete incremental asset sales as part of this plan in a timely manner (or at all) and at the prices we have assumed; changes in law, economic and financial conditions, including interest and exchange rate volatility, commodity and equity prices and the value of financial assets, including the impact of these conditions on our ability to sell or the value of incremental assets to be sold as part of this plan as well as other aspects of this plan; the impact of conditions in the financial and credit markets on the availability and cost of GECC's funding, and GECC's exposure to counterparties; 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 Financial 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, Appliances and Real Estate, 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 or other 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 Capital or GECC refers to the financial services businesses of the company. "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.

Business performance

Economic environment

“Better”

U.S. recovery

Air, rail traffic

Global infrastructure demand

U.S. healthcare

Retail

New technologies stimulating growth

“In balance”

Power demand

Mining

Housing

Europe

China

Middle East

“Tough”

Oil & natural gas prices

Russia

FX volatility

Military budget

Regulatory costs

A lot going on ... still fits path of slow growth and volatility + plenty of growth available



2014 performance & strong fundamentals

Investor goals

- ✓ Industrial segment growth
 - Operating profit +10%
 - Organic revenue +7%
- ✓ Margin expansion
 - Industrial segments +50 bps.
- ✓ Disciplined capital allocation
 - \$11B returned to shareholders
- ✓ Cash to parent
 - \$3B Capital dividend
- ✓ 75%/25% Industrial
 - Synchrony IPO
 - Appliances & Alstom announced

Strong fundamentals

Industrial EPS growth



10%

Backlog



\$261B

Cash



\$90B

Dividend yield



~3.5%

International^{-a)}



57%

Services^{-a)}



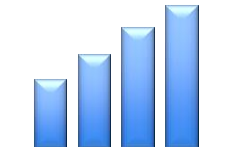
42%

R&D^{-b)}



5%

Margins^{-a)}

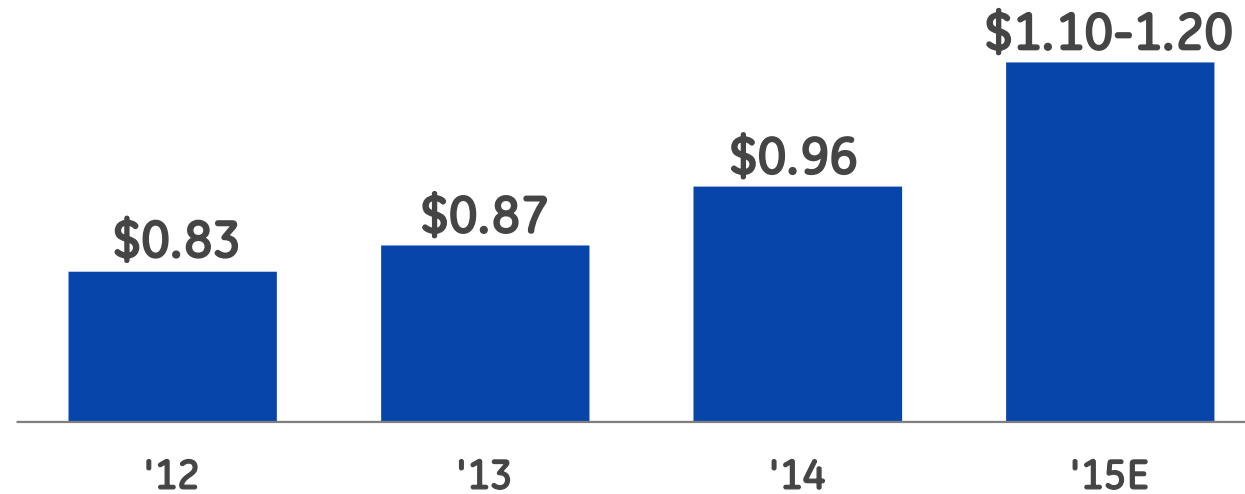


16.2%



Industrial earnings performance

(Operating EPS)



Margins

15.1%

15.7%

16.2%

+

- + Focused on organic growth & margin enhancement
- + Big backlog of high-margin products & services
- + Technology leadership position

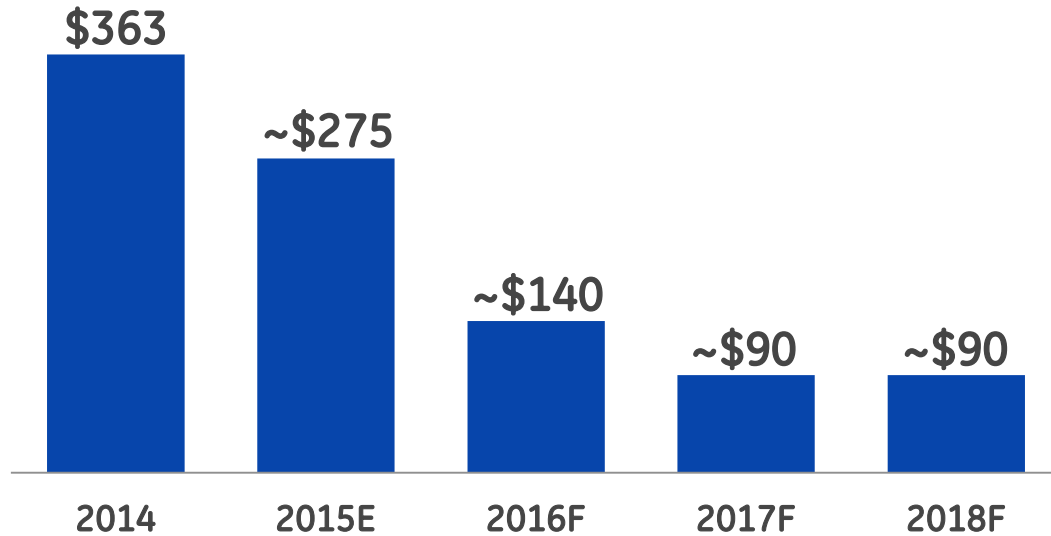
Executing on goals



GE Capital segment going forward

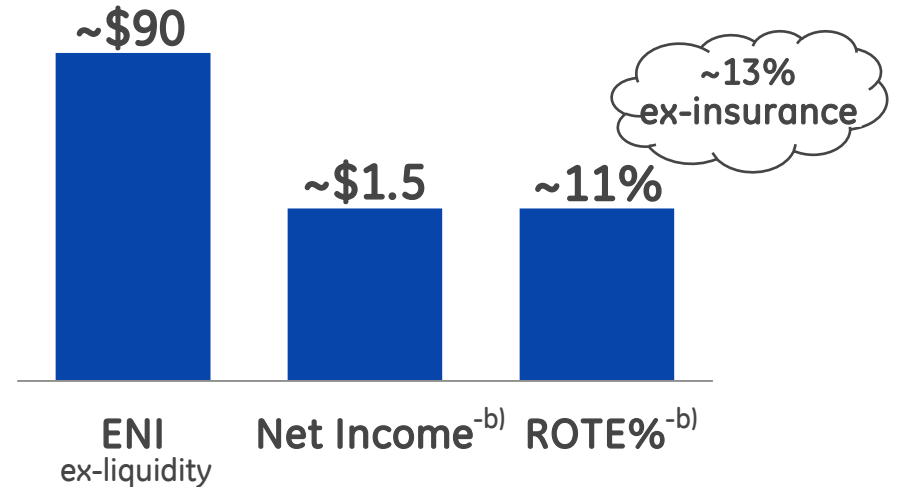
(\$ in billions)

ENI (ex-liquidity)



- Assumes Synchrony exit 1/1/16^{-a)}

Future GE Capital segment^{-a)}



<u>Key metrics</u>	
Liquidity	~\$20
Tangible equity	~\$14

- ✓ Execution plan in place ... strong market for assets
- ✓ GE Capital businesses directly aligned to GE Industrial growth



(a- Subject to regulatory approval

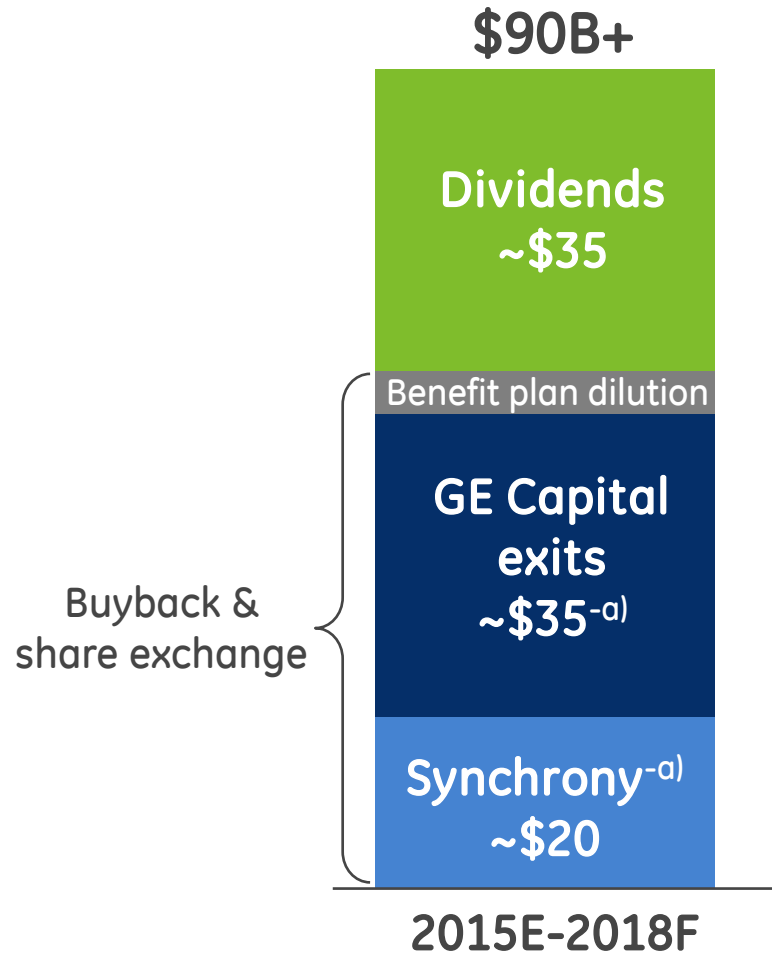
(b- Net Income and ROTe excluding excess debt costs

Why now...

- 1 Business model for large, wholesale-funded Finco has changed dramatically; more difficult to generate acceptable returns
- 2 Synchrony and other dispositions are proof points that GE Capital platforms are more valuable elsewhere
- 3 Strong seller's market for financial assets, with good GE track record of execution and value realization
- 4 More clarity on SIFI de-designation process
- 5 Efficient approach for exiting non-vertical assets that works for GE and GE Capital debtholders and GE shareholders, including guaranteeing GE Capital debt^{a)}



Potential cash to investors



- 1 Dividend remains a priority ... base plan to maintain current GE dividend in 2016 ... grow thereafter
- 2 Synchrony exchange ~\$20B
- 3 Buyback of up to \$35B+ ... new Board authorization for up to \$50B buyback^{-b)}
- 4 Share count ~8-8.5B (including Synchrony exchange)
- 5 Opportunistic on Industrial M&A ... room for bolt-on acquisitions ... focus on returns

Creating value for shareholders



Pro forma GE financials



- ✓ Strong Industrial double-digit growth through 2018
- ✓ Lower GE Capital earnings offset by impact from buyback (primarily Industrial)
- ✓ 2018 ending outstanding share count ~8-8.5B

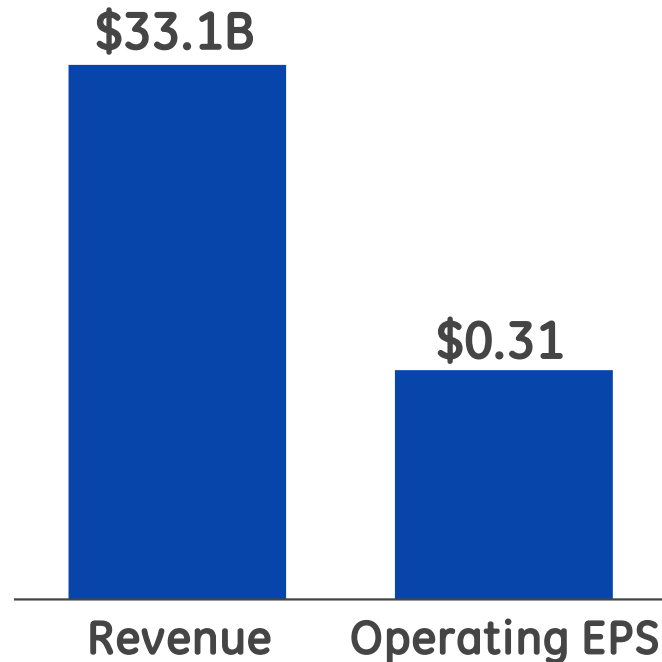
Earnings under this plan meet our original expectations by 2018
but at 90%+ Industrial ... more valuable GE



1Q performance

Excluding GE Capital exit impacts^(a)

1Q execution



- ✓ Industrial segment organic revenue +3%... operating profit +9% ... Industrial EPS +14%
- ✓ Industrial segment margins +120 bps. with 6/7 segments up ... gross margins +90 bps.
- ✓ GE Capital earnings from operations \$1.5B, (21)%... \$(12.5)B including Day 1 charge related to exits
- ✓ CFOA of \$1.3B, \$0.5B GECC dividend
- ✓ \$2.4B cash returned to shareowners

Off to a strong start



Competing for the future

Connected Industrial company

A Purposeful Company



Move



Power



Build



Cure

\$70T
infrastructure
investment by
2030

A more productive world

A Valuable Company

90%+



Industrial
earnings

\$90B+



Cash to
investors

- + Leadership businesses
- + Strong EPS growth
- + Customer outcomes
- + Financing advantage
- + ↑ margins/↑ returns

A Competitive
Company

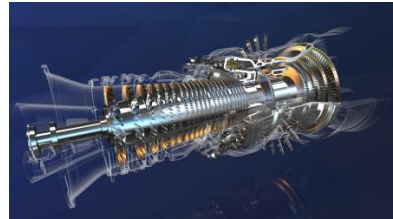
- 1 Built on the GE Store
- 2 At the intersection of physical & digital
- 3 Diversity to capitalize on market volatility
- 4 Simpler culture that leverages scale & speed



2015 portfolio moves

Acquire: Alstom Power & Grid^(a)

ALSTOM



- + 350 GW installed base
- + Complementary products
- + Deep global domain
- + Substantial synergies

Immediately accretive + strong returns

Sell: Appliances to Electrolux^(a)

Electrolux



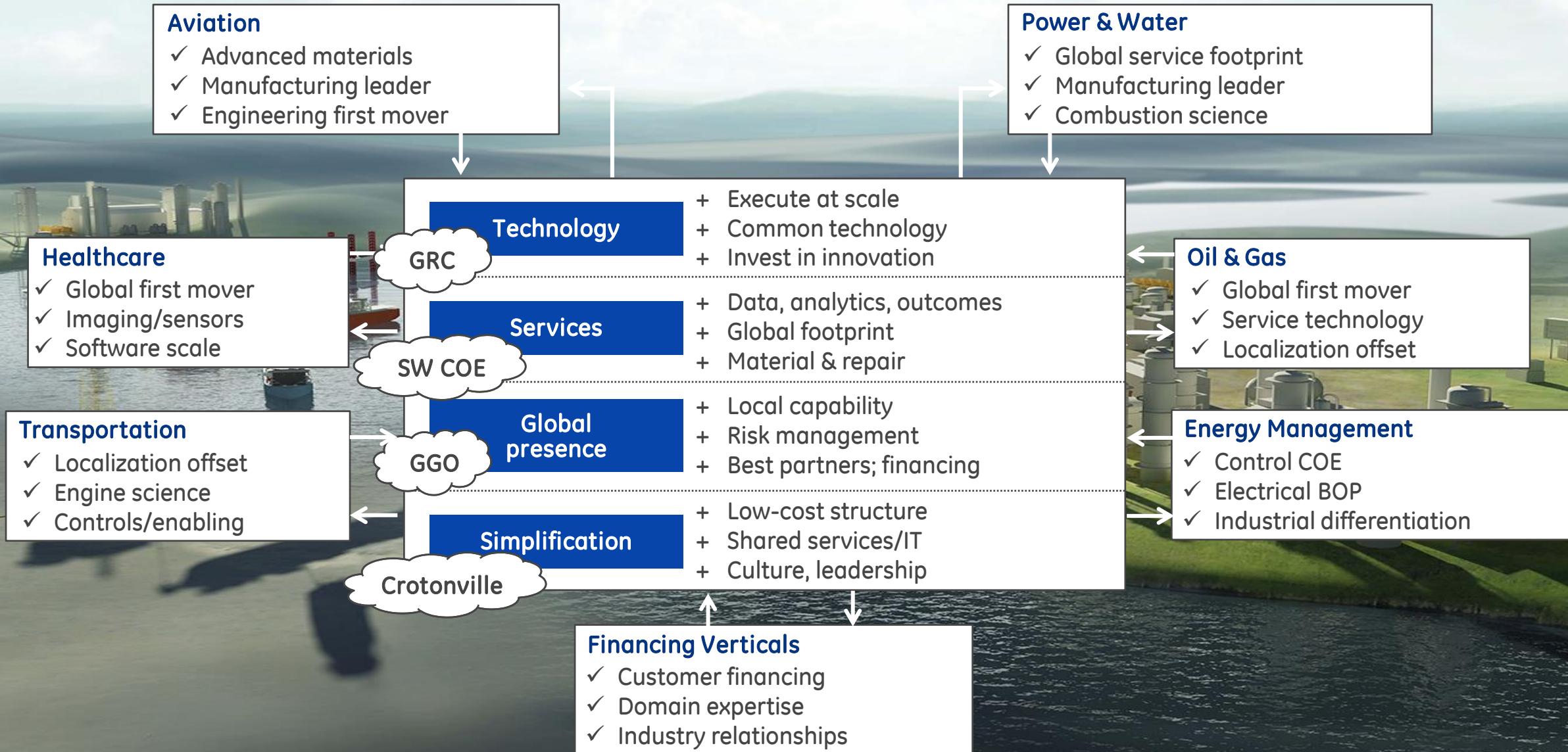
- + Right buyer ... complementary
- + Good for team & customers
- + Protect the GE brand
- + Fair valuation

Favorable sale price + gain



(a- Subject to regulatory approval)

GE Store



Technical leader

H Turbine

Why we win



World's largest & most efficient gas turbine

- ✓ Performance leader
- ✓ 16 units in backlog
- ✓ Global momentum ... 37 technical selections

LEAP engine

Why we win



Most efficient & reliable narrow-body engine

- ✓ 79% orders share^{a)} to date
- ✓ 15% more fuel efficient + more content
- ✓ \$26B backlog

Tier 4 locomotive

Why we win



Market-leading technology

- ✓ 70% reduction of NOx & PM
- ✓ Only qualified product
- ✓ Record orders ... 1,355 Tier 4 compliant locomotives

PET MR

Why we win



Differentiated product offering

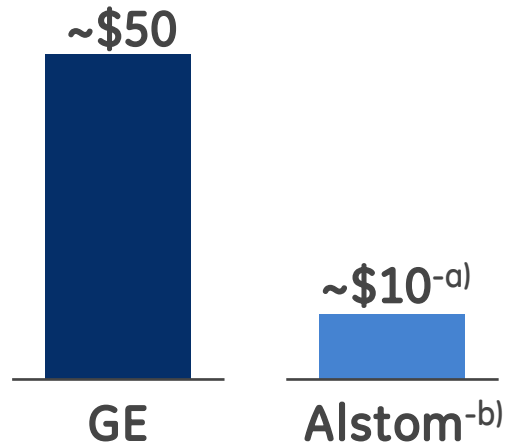
- ✓ Lowest dose, highest sensitivity
- ✓ Proprietary detection... most efficient
- ✓ Clinical winner ... orders for 12 units



Best growth market footprint

(\$ in billions)

2014 orders



- ✓ **Scale advantage** ... strong foundation in places that count ... best partnerships
- ✓ **Leading in market themes** ... gas-to-power, value healthcare
- ✓ **Scope of GE** ... ↓ cost through multi-modal sites & engineering centers

China



- ✓ Partnering with state champions
- ✓ Delivering localized affordable healthcare
- ✓ Mass transportation expanding

India



- ✓ Significant demand for power gen & T&D ... Wind growth
- ✓ Developing healthcare business models for world
- ✓ Growing manufacturing footprint

MENAT



- ✓ Leading with technology... GE9X, Aviation services, HDGT
- ✓ Partnering to increase localization
- ✓ Executing amidst volatility



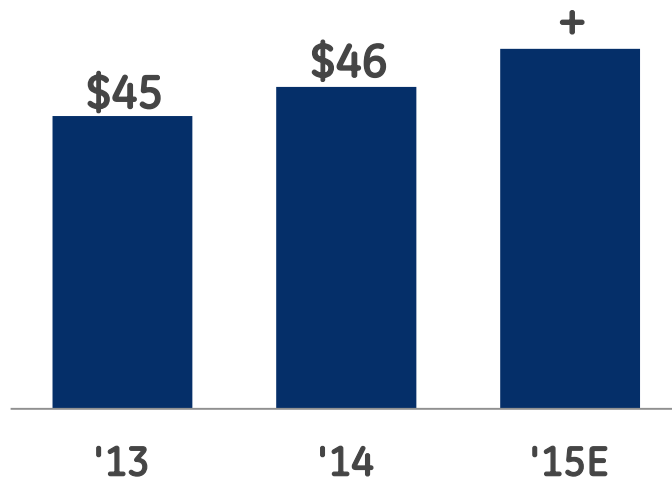
(a - Alstom Power & Grid orders outside of Western Europe & North America, fiscal year 2013/14

(b- Subject to regulatory approval

Services

(\$ in billions)

Service revenue



Backlog \$180

\$189

+

\$/IB
growth

~3%

Margins

32%

Services competitive advantage:

- 1 Predix platform: combining the physical & analytical for next wave of customer outcomes & efficiency
- 2 Leverage SW COE analytics to better understand fleet dynamics & reduce variation
- 3 Advanced inspection & repair technology → GE store
- 4 Multi-modal sites for global reach & local expertise
- 5 Spread best practices across new businesses → Alstom ... adding 350 GW



Delivering outcomes with software & analytics



Customer outcomes

\$6B orders
+ Controls
+ Software
+ Process
+ Solutions



"Power up"
4% increase in power output across 283 wind turbines



"Movement planner"
10% increase in network velocity



"Intelligent pipeline"
Improving safety & efficiency on 15k miles of natural gas pipelines



"Fuel efficiency service"
\$10M of fuel savings with flight efficiency Services



Intensify process improvement

(\$ in billions)



- 1 Simplification wave 1 – Reduce SG&A costs to reach world-class levels
 - 2 Simplification wave 2 – Address variable & product cost to drive gross margin improvement
- ↓
- 3 Improve returns
 - ✓ Driven by margin expansion (GM + SG&A)
 - ✓ Free cash flow conversion

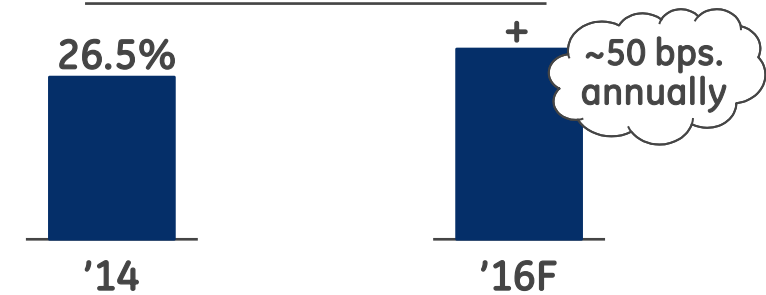


GE commitments

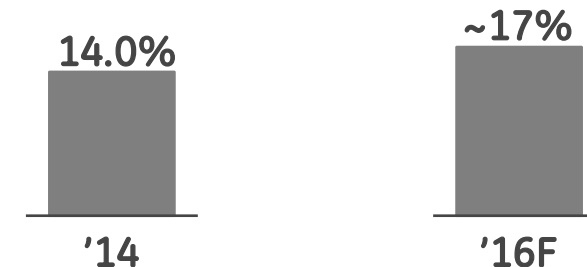
Industrial SG&A % of sales



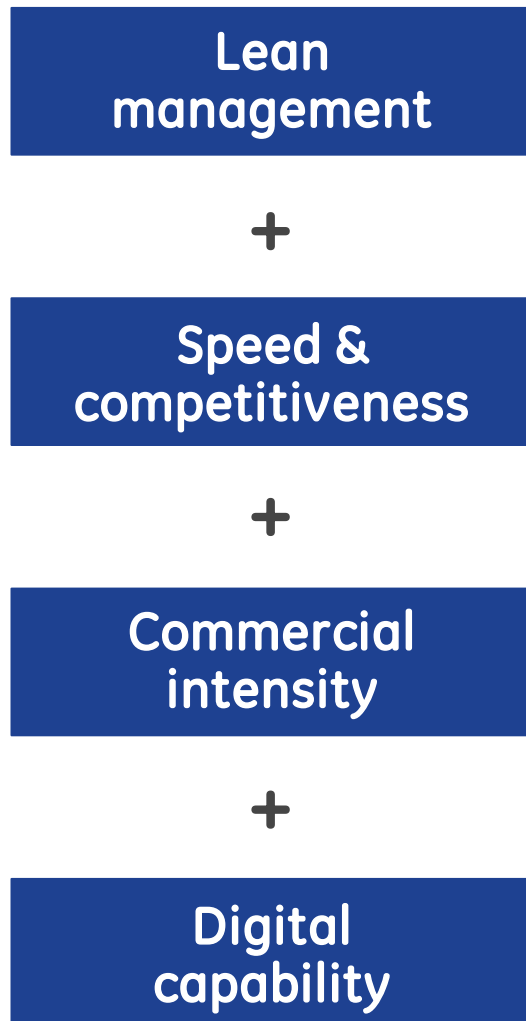
Segment gross margins



Industrial returns



Culture of simplification



- 1 Lower-cost company**
 - Enhance gross margins ... reduce SG&A
 - Increase shared service penetration
 - Improve product costs
- 2 Smarter & faster company**
 - Invest in IT ... speed & transparency
 - Fewer P&Ls, layers, processes, ↓ headquarters
- 3 Market-driven company**
 - Win with customers
- 4 Driven by beliefs**
 - “Customers define our success”
 - “Stay lean to go fast”
 - “Learn & adapt to win”
 - “Empower & inspire each other”
 - “Deliver results in an uncertain world”



Incentive compensation

Annual incentive compensation

- Target-based program to align to annual metrics
 - ✓ Transparent
 - ✓ Resets each year
- Key metrics:
 - Op profit
 - Op profit %
 - Cash
 - Strategic by business

CEO & senior leadership

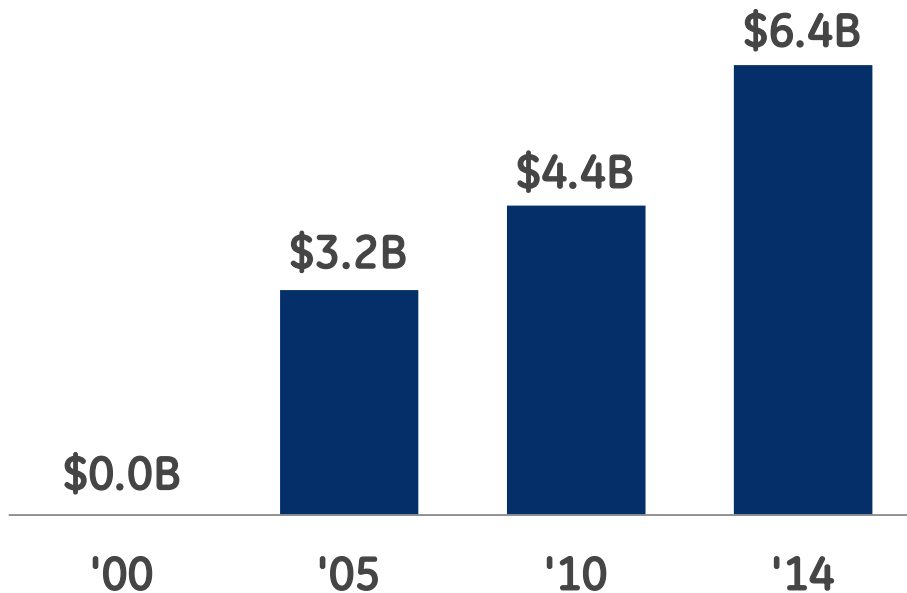
- Performance stock units (PSUs) + options
- CEO & senior leadership aligned
- 3-year PSU performance period aligned to company's strategic plan
- Two PSU performance metrics:
 - Total cash
 - Op margin % } TSR multiplier

Leadership team aligned to investors



Pension & retirement

GE's pension & healthcare plans pre-tax expense



✓ Must responsibly address for all stakeholders

- + Continue to support strong pension plan
- + Provide more alternatives in post-65 healthcare
 - ✓ Lower cost options in commercial market
 - ✓ Medicare remains primary coverage
 - ✓ GE continues to contribute
 - ✓ Access to One Exchange
- + GE will stay contemporary



Valuing GE

Premier Industrial

- Leadership businesses
- Improved earnings mix (90%+)
- Strong Industrial EPS growth
- Attractive dividend/reducing shares
- Leading in growth themes
- Expanding margins/returns
- Accountable team

Total shareholder return

	<u>S&P</u>	<u>GE</u>
2010 - today	110%	109%
2014	14%	(7)%
2015 YTD	2%	6%

**Best days
are ahead**



