

GE Energy

Citi Industrial Group

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November 12, 2009

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imagination at work

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GE Energy

Employees: 66,000 • '08 revenue: \$38.6B • Operating in 140 countries

GE Energy



Power & Water

- Power generation
- Renewables
- Gas engines
- Nuclear
- Gasification
- Water treatment & process chemicals
- Contractual agreements
- Smart Grid
- Field services
- Parts and repairs
- Optimization technologies
- Plant management

GE Oil & Gas



- Drilling/production for ... land, offshore, subsea
- LNG and pipelines
- Refining/petrochemical
- Industrial power gen
- Complete lifecycle services



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Power & Water ... Diverse solutions

Last 6 years



Wind



Water Technologies

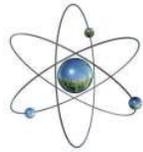


Jenbacher

Heritage



Gas Turbines



Nuclear



Cleaner Coal



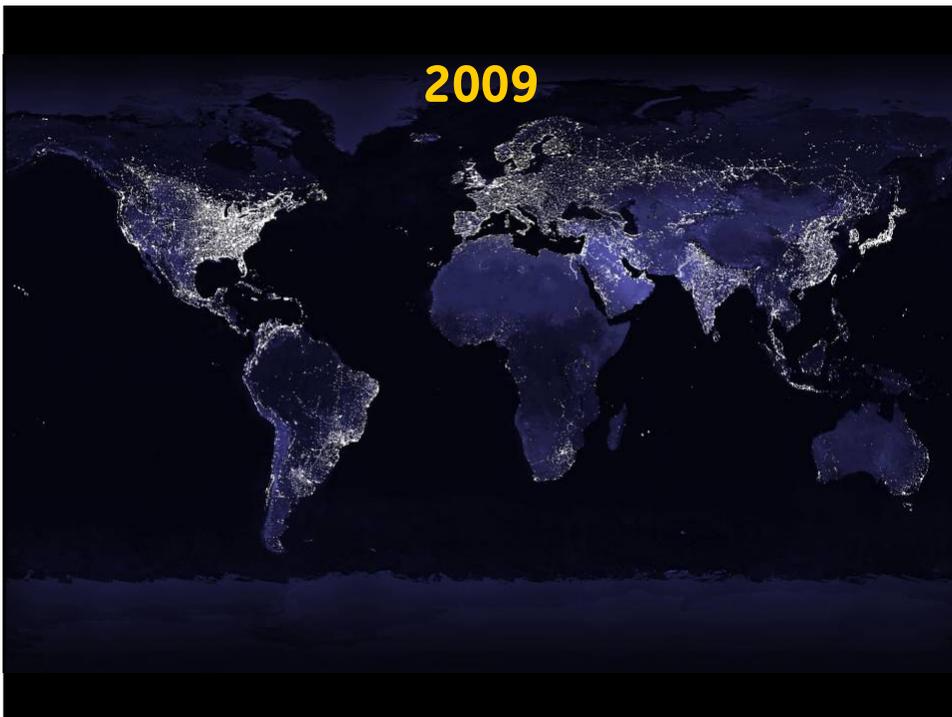
Steam

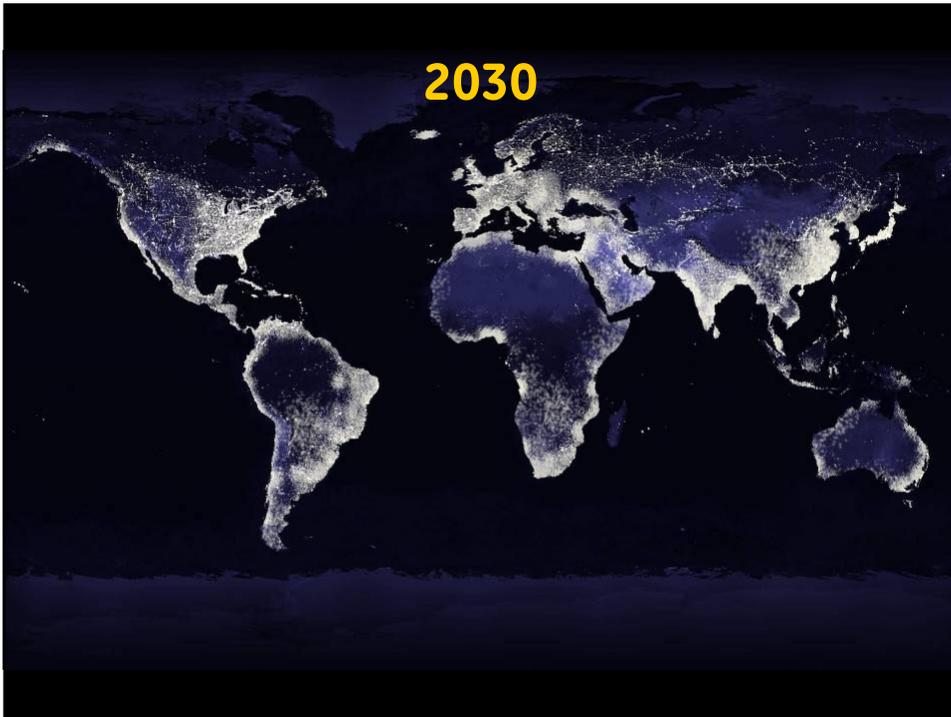
\$10B in growth since '05 ... with operating leverage

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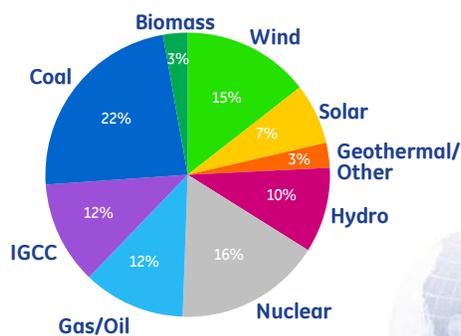
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2009





Global market outlook



What's changing:

Energy independence

- Diverse portfolio
- Fuel flexibility
- Localization

Emissions/environment

- Renewable focus
- Cleaner coal/Nuclear
- Government policy

Resource constraints

- Efficiencies/reserve margins
- Water availability/reuse
- Grid development

**Kuwait
\$1.3B**

Total 10 yr. Power Gen investment ~ \$5.1 trillion



Business well positioned

Segments	GE relative performance		Initiatives
	Growth	Profitability	
 Thermal	++	++	Next gen GT/ST, Coal gasification
 Wind	++	++	Bigger land based, Offshore, Services
 Aero	++	++	High efficiency, product line expansion
 Jenbacher	+	+	New applications, Services
 Water	=	-	Water reuse, chemical verticals
 Nuclear	=	+	New plant options, fuel, Services



Investing \$2.5B+ through '12

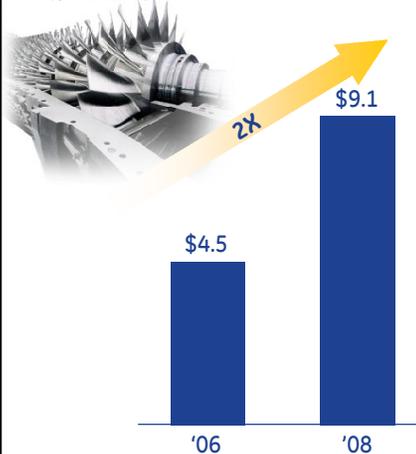
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Gas turbines

Sales (excludes services)

(\$ in billions)



Strategy

- A leading gas turbine supplier
- Successful F products ... ~1000 Units w/30M hrs.; \$28B Services backlog
- Deliver reliability, operational & fuel flexibility

Investing for growth

- Next generation F-class combined cycle
- Advanced service technology
- Global footprint ... U.S., EU, Asia
- Gasification build-out ... Duke



1,000th
F turbine

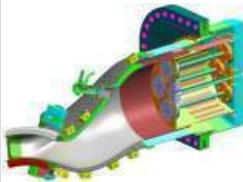


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Winning with flexibility

World-Class Combustion ...



- ✓ Natural Gas
- ✓ LNG
- ✓ Crude
- ✓ Syngas

- ✓ World-class lab
- ✓ Diverse fuel mixing
- ✓ Full pressure & temp.
- ✓ Quick test turnaround



... enables key wins

Saudi Arabia/Iraq (\$6B since '06)



- Heavy fuel, tri-fuel
- Quick shipments
- Local service

China/Industrial Gases (\$1B since '07)



- Blast furnace gas
- IGCC
- China Technology Center



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Renewables

Sales

(\$ in billions)



Strategy

- Maintain 1.5 as industry workhorse
- Clear differentiation ... capacity factor, reliability
- Swift product moves ... 1.5XLE upgrades
- Gov't policy advocacy ... U.S. Nat'l RES

Investing for growth

- Building offshore wind platform
- Expanding services ... 10X growth since '06
- In country for country expansion ... China/India
- Solar ... progress in thin film



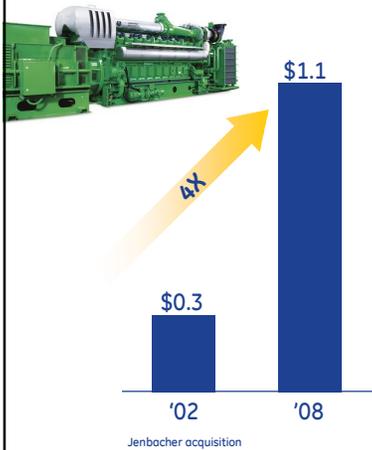
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Gas engines - Jenbacher

Sales

(\$ in billions)



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Strategy

- Fuel flexibility, efficient & reliable
- 40% sales non-natural gas ... landfill, sewage, biogas
- Grow New Platforms ... Rural electrification, flare gas

Investing for growth

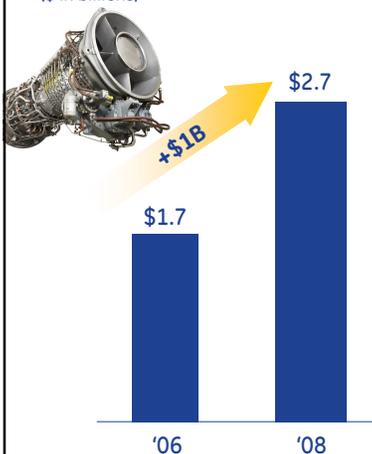
- Globalization ... 2X ... E. Europe, Asia & South America
- Services expansion ... 2X
- Product expansion



Aeroderivative gas turbines

Sales

(\$ in billions)



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Strategy

- Operational flexibility
- Regionalize for sustained growth
- Drive services expansion

Investing for growth

- Strong product portfolio
- Product expansion
- Aviation synergies



Water Investing for leadership

Product line strategies

Engineered systems



- Wastewater treatment technologies
- Mobile solutions
- 6,000+ installed base

Chemical monitoring solutions



- Vertical focus ... power, chemical, industrial
- Application focus ... Oil sands, mining
- Technology leadership

Key priorities

- **Water reuse/treatment** ... \$5B emerging space ... align policy/marketing
- **Product differentiation** ... new chemistries, advanced membranes
- **Commercial/service expertise** ... scale with alliances ... globalization
- **Investing in domain expertise** ... adding 85 researchers ... Singapore/ Qatar R&D centers opened



Doubling technology investment by 2012

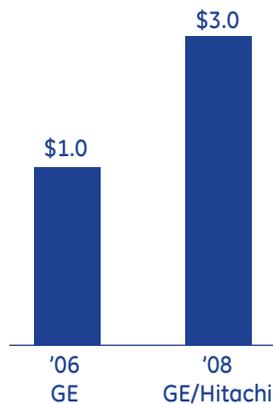
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Nuclear

Sales

(\$ in billions)

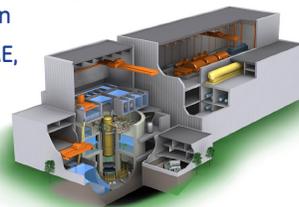


Strategy

- Position alliance as leading Boiling Water Reactor supplier
- Gain engineering, procurement and construction contract for new plants
- Lead w/experience, reliability & innovation

Investing for growth

- Commercialize enrichment
- Economic Simplified Boiling Water Reactor certification
- Globalize ... U.S., UAE, India, EU
- Services



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Investing for competitiveness

(\$ in millions)



- Product & technology differentiation drives profitable growth
- Tight linkage of technology with business strategy
- Strong innovation pipeline

Making bold product moves for the next decade

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GE Power & Water ... well positioned

- Differentiating through technology
- Scaling globally & locally
- Expanding services
- Investing for short & long-term



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