

GE Consumer & Industrial Business Update for Oppenheimer

November 18, 2009

Results are preliminary and unaudited. 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," or "will." Forward-looking statements by their nature address matters that are, to different degrees, uncertain. For us, particular uncertainties that could cause our actual results to be materially different than those expressed in our forward-looking statements include: the severity and duration of current economic and financial conditions, including volatility in interest and exchange rates, commodity and equity prices and the value of financial assets; the impact of U.S. and foreign government programs to restore liquidity and stimulate national and global economies; the impact of conditions in the financial and credit markets on the availability and cost of GE Capital's funding and on our ability to reduce GE Capital'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; 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 soundness of other financial institutions with which GE Capital does business; the adequacy of our cash flow and earnings and other conditions which may affect our ability to maintain our quarterly dividend at the current level; the level of demand and financial performance of the major industries we serve, including, without limitation, air and rail transportation, energy generation, network television, real estate and healthcare; the impact of regulation and regulatory, investigative and legal proceedings and legal compliance risks, including the impact of proposed financial services regulation; strategic actions, including acquisitions and dispositions and our success in integrating acquired businesses; and numerous other matters of national, regional and global scale, including those of a political, economic, business and competitive nature. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements. We do not undertake to update our forward-looking statements."

"This document may also contain 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 GECS on an equity basis. "GE (ex. GECS)" and/or "Industrial" refer to GE excluding Financial Services."



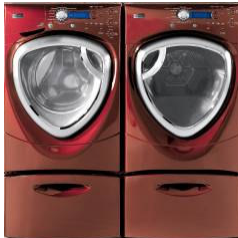
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Consumer & Industrial

'08 TYR data

Appliances

HQ: Louisville
\$6.5B revenues
~10k employees
Strong brand
High-end growth
Compliance/eco



Lighting

HQ: E. Cleveland, OH
\$2.8B revenues
~19k employees
Strong brand
Growth/investment in energy efficiency



Industrial

HQ: Plainville, CT
\$2.5B revenues
~12k employees
Strong brand; large installed base
Expanded global footprint; growing high-tech



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Environment

Challenging '09 environment

Appliances

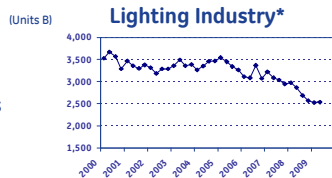
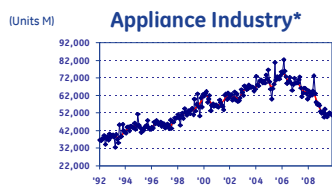
- '09 core industry ~(-10)%
- Domestic industry back to 1990's levels
- Market bottoming, '10 ~low single digit growth

Lighting

- '09 Industry ~(-12)%
- '10 N. America/Europe flat; Asia up mid single digits
- New technology, LED, will fuel growth in '10

Industrial

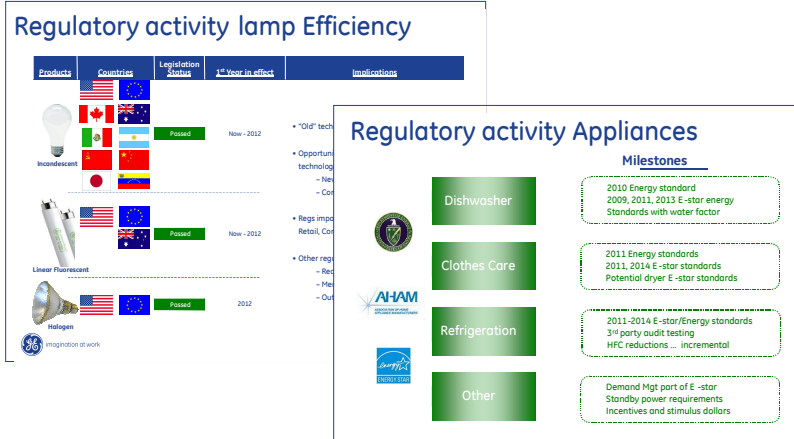
- '09 Industry NEMA ~(-30)%; IEC ~(-20)%
- North American weakness through '10, ~(-10)%
- Europe IEC expect flat in '10; Asia recovery underway



Expect better conditions in 2010

Aligning with regulatory trends

Regulatory requirements changing our industries



Regulations provide growth opportunities

GE C&I Response

GE C&I Response

- Continued to invest in programs for future growth
- Drove significant working capital reductions
- Focused on total cost out and footprint reduction
- Drove price increases across businesses
- Worked supplier base to drive deflationary benefit

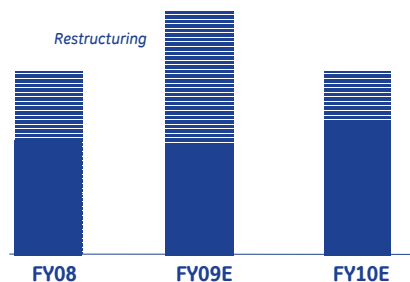
Utilized all levers to “reset” business



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Continue to invest for the future

Energy, Innovation & Restructuring



Key Initiatives

- Restructuring to reposition business for the future
- Investing in strategic platforms, LED, IEC, DSM etc.
- Invested to exceed E*Star and regulatory requirements
- ~\$500MM NPI benefits in 2010-12

Business better positioned to win

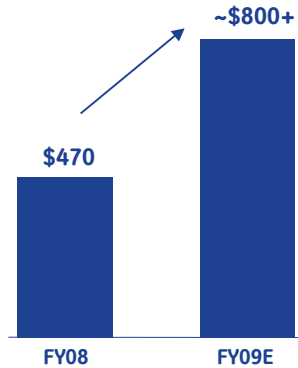


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Cash generation

\$ in millions

Cash from Operations



Key Initiatives

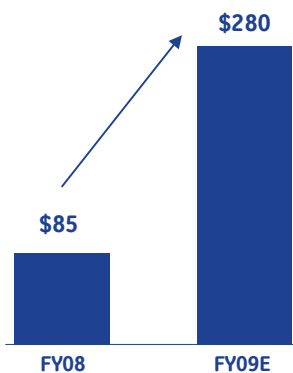
- Reduced inventory >\$300MM ... Increased inventory turns by 0.5pts
- Lowered past dues \$85MM, 32% ... North America at historic lows
- Increased DTP 3 days to 70 .. Payable balance > inventories

CFOA ~2.5X net income

Total cost out focus

\$ in millions

Total Cost Out

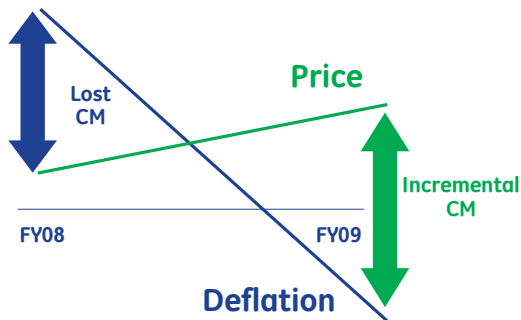


2009 Key Initiatives

- Announced / completed 10 plant closings
- Reduced production workforce by 3,900/12%
- Negotiated with unions to forgo contractual wage increases thru June '11
- Right sized G&A structure ... ~10% salaried reduction
- Reduced discretionary spend ~20%

Delivering 3X+ TCO in '09

Drove price and deflation

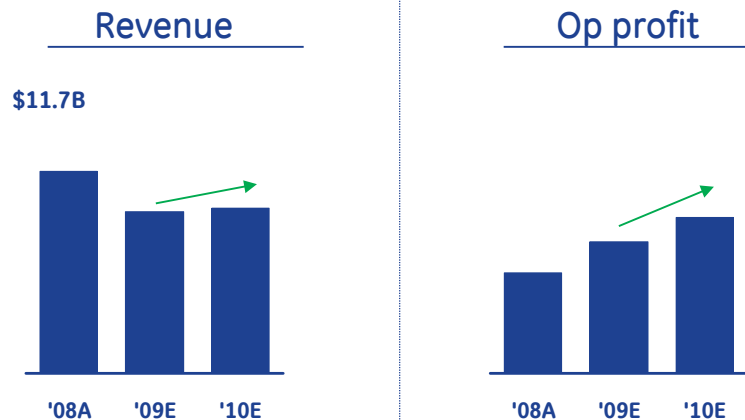


Key Initiatives

- 1/1/09 Appliance price increase
- Took strategic actions to hold price in Lgt. & Ind.
- Capitalized on energy deflation
- Reduction in commodity prices

\$330MM incremental margin in 2009

C&I Op Profit performance



Continue rebound in Op profit

C&I Business segments

C&I "Green" strategy



Lighting
LED
CFL
System Solutions



Appliances
Smart Appliances
Home energy mgr
Hybrid water heater



Industrial
Data center
Smart grid
Electric vehicle






Lighting

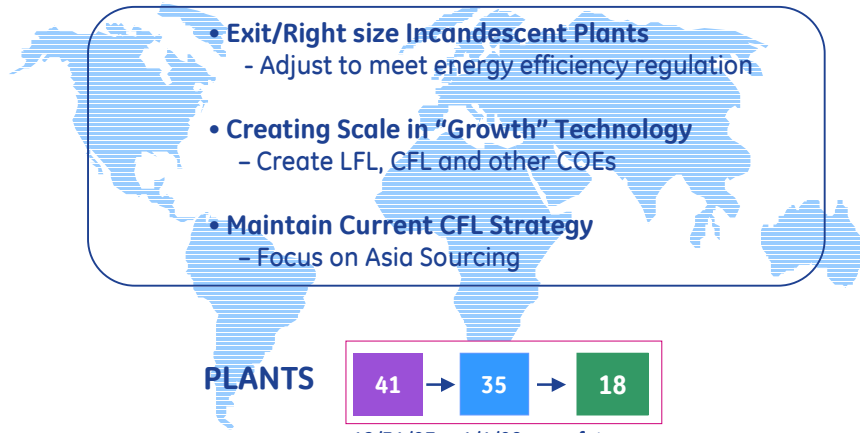
Reshaping Lighting

The Lighting industry is dramatically changing...

How GE Lighting is changing to remain competitive....

- | | | |
|--|---|---|
| <p>1 Regulations are driving obsolescence of certain technologies</p> |  | <ul style="list-style-type: none">• Reshape the "old" footprint... address overcapacity |
| <p>2 Customers demanding more energy efficient light sources</p> |  | <ul style="list-style-type: none">• Shift product investment
"New" technology spend +20%
"Old" technology spend -40%• Increase resources on new and growing technologies |
| <p>3 LED platform reshaping the industry</p> |  | <ul style="list-style-type: none">• Commercial realignment
... end user, solution based selling |

Lighting scale



Significant structural reductions




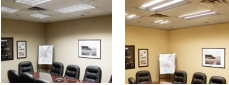
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TOWs, Plant closings and outsourcing decisions subject to notice and collective bargaining where required


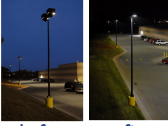
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Customer Value

Cost savings and improved light quality

 T5 UltraStart® WattMiser® System	Save up to \$29 a 3 lamp fixture per year vs. a standard T12 system	 before after	\$0.75B Opportunity

 LED PAR20	Save up to \$106 over the life of the lamp vs. a 50 watt halogen MR16 lamp!	 7W LED left 50W Hal MR16 right	\$0.25B Opportunity

 LED Outdoor Systems	Save up to \$283 fixture per year vs. a 400 watt metal halide system	 before after	\$2.75B Opportunity



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LED

Market realities

- Numerous new entrants
- Anticipate continued growth
- General Illumination emerging
- Mixed quality and performance claims

Industry Recognition



THE LIGHTING DESIGN AWARDS 2009



GE Brand leadership
DOE SSL quality advocate

GE innovation processes ensures conformance to claims

DOE CALiPER test ... independent confirmation



GE Approach

- Strategic chip alliance vs. factory investment ... maximize ROTC
- Leverage reputable brand
- Build on historical applications strength

Lighting breakthrough

LED module based technology
Allows application flexibility
Can be upgraded ... as easy as changing a "light bulb"



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LED Outdoor Lighting

LED Area Light

- GE designed - integrated system
- Beta site installed at Walmart
- **\$2.8B** global opportunity
- Lower energy & improve performance
- Save up to \$283 per year per system

HID



before

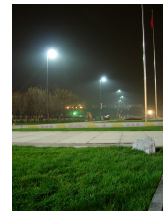
LED



after

China Stimulus Program

- 2MM LED Outdoor systems
- 21 selected Chinese cities
- **\$0.5B** opportunity ... over 3 years
- Building off GE Area Light know how
- Tests start in 2009



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Industrial

Industrial Smart Grid portfolio



Energy Efficiency

- Variable frequency drives and Soft starters
- Energy efficient transformers
- DC power distribution (e.g. Data Center solution)



Renewable Energy

- Photovoltaic inverters and miniature circuit breakers
- Wind energy control panels
- Commercial / Institutional DC molded case circuit breaker offering, DC safety switches

Channel

- North America commercial channel for GE Solar



Electric Transportation

- Smart EV Charging Pedestals – Public & Residential
- Truck Stop Electrification



Metering / Monitoring

- Submetering Panelboards and Switchboards
- Submetering Standalone meters
- Communicating Motor Control Centers and Switchgear



Demand Response

- ROCB Lighting Panels and Lighting Controls
- DHB Home Automation System + wireless communications
- Smart Load Centers

KEY: Blue - In today's portfolio Green - In development/ planning

Focus on profitable niches

Going big in China

Building commercial scale

- Additional selling resources ... 100+ by 2011
- New capabilities
 - Projects/systems capabilities
 - Expanding verticals ... power supply bureaus, steel, data centers, oil & gas

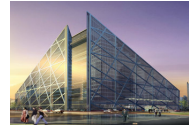
Stimulus opportunities

- MV Grid \$260MM
- Metro / Rail \$245MM
- Airports \$100MM

Big infrastructure wins



Guangdong Power Supply Bureau - MV Switchgear+VCB, \$8MM



Beijing Qiaofu Plaza Project \$1.8MM Busway



PetroChina, Pengzhou, Sichuan Province - \$5.7MM, P/VII-12



Zhoushan Power Plant MV Switchgear+Transformers, \$2MM

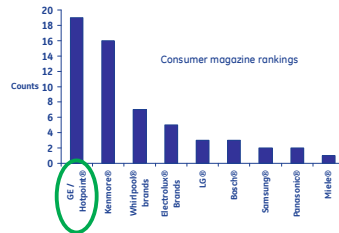
Appliances

Commercial strategy

Brand Commitment ...



Great products ...

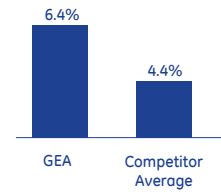


... and commercial discipline

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
National Rebates											
1/1/09 - 2/28/09 Frig Product Rebate Package Rebate	3/1/09 - 3/31/09 Frig Product Rebate Package Rebate	4/1/09 - 4/30/09 Frig Product Rebate Package Rebate	5/1/09 - 5/31/09 Frig Product Rebate Package Rebate	6/1/09 - 6/30/09 Frig Product Rebate Package Rebate	7/1/09 - 7/31/09 Frig Product Rebate Package Rebate	8/1/09 - 8/31/09 Frig Product Rebate Package Rebate	9/1/09 - 9/30/09 Frig Product Rebate Package Rebate	10/1/09 - 10/31/09 Frig Product Rebate Package Rebate	11/1/09 - 11/30/09 Frig Product Rebate Package Rebate	12/1/09 - 12/31/09 Frig Product Rebate Package Rebate	

... yield superior margins

3Q YTD North America Op Profit %



*Source: The Stevenson Company

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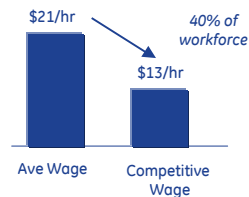


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Appliance Park



Competitive Wage rate



Announced



Hybrid Water Heater

- ~400 new jobs
- \$35MM Investment
- \$17MM gov't incentives
- Up to 62% energy savings
- Strong DOE response

Evaluating



Front Load Washer & Dryer

- ~150 new jobs
- \$70MM investment
- Pursuing incentives
- Lower cost
- DSM capable

New agreements make Appliance Park competitive



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Re-investing in GE brand

Short term

Focusing on mid market



Feature migration to GE brand



Dual Cavity
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Top Controls



Capacity



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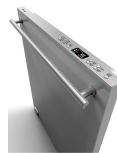
Longer term

Leveraging energy investment to drive innovation

Key Features



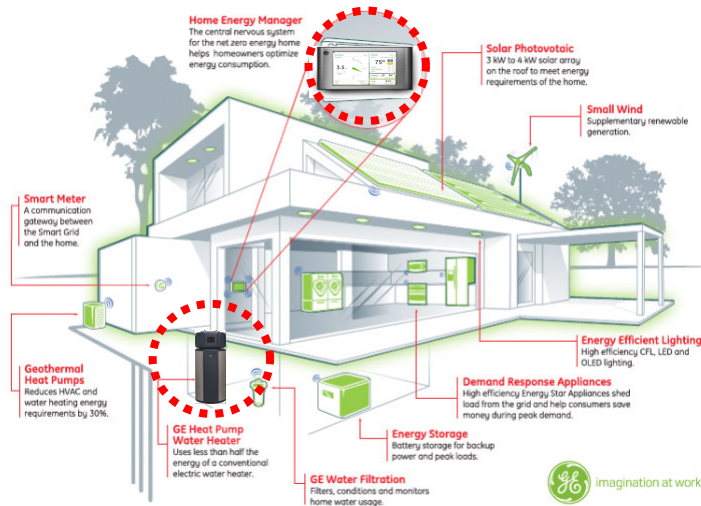
- Leadership LED lighting
- Super Ice capacity
- Ergonomic drawers
- Flexible dispenser
- Smart grid enabled



- Ultra efficient wash system
- Fit, Feel, Finish enhancements
- Stainless steel upgrades
- Ultra quiet
- Smart grid enabled

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ecomagination: building the "Net Zero Energy" home



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How do "smart" appliances work?

Smart appliances



Enabling peak savings without affecting consumer life-style



Popular Science

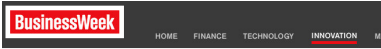
IN RELATED NEWS: APPLIANCES THAT KNOW WHEN TO RUN

Soon your washer could make financial decisions. GE's upcoming Demand Response appliances communicate with the electric company, so they can choose to run at lower wattage when energy demand is high. That can reduce the need for more power plants and, as utilities begin to charge more during peak hours, save consumers cash.

The appliances depend on new home electric meters, in development by some local utilities, that contain a cellphone chip or other long-distance transceiver to download citywide energy-use infor-

mation. The meters route this info to home refrigerators, washers, and microwaves outfitted with shorter-range transceivers, such as low-power radio chips. The appliances can then run at full blast during the cheapest periods and ramp down, or even turn off, during expensive periods; customers can override the settings if they really need to nuke dinner. GE is now conducting trials with Louisville Gas and Electric. Look for Demand Response appliances, as well as widespread time-of-use pricing, in 2011 or 2012. —SARAH PARSONS

k Brian,
about his
The family is
living more-



GE's Smart Home: A Tester's Review

Posted by Michael Arndt on July 17

This is a guest blog by Vanessa Wong, who joined BusinessWeek's innovation+Design team in June.

General Electric hosted what it called a **Smart Grid Symposium** on July 14 to publicize plans for a "net zero energy home." This is a smart grid project that would allow residents to generate their own electricity from, say, solar panels and sell it back to the local utility. Meanwhile, they'd reduce power consumption by using "smart appliances." Bottom line: No individual electricity



18MM homes with "Smart" meters ... huge opportunity for Appliances

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Summary



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C&I Profile

- Anticipating moderate industry growth
- Well positioned to further improve profitability
- Continue to generate cash 1.5 to 2x net income
- Maintain high ROI business model
- Lead in “Green”