GROWTH STARTS HERE.

GE GROWTH IMPERATIVES

- **LAUNCH**
  Great New Products

- **GROW**
  Services and Software

- **LEAD**
  in Growth Markets

- **EXPAND**
  from the Core

- **CREATE**
  Value in Specialty Finance

- **SOLVE**
  Problems for Customers and Society

GE COMPETITIVE DIFFERENCE

- **CAPITAL ALLOCATION**
- **ENTERPRISE RISK MANAGEMENT**
- **COMPETITIVENESS**
- **LEADERSHIP DEVELOPMENT**
IT STARTS WITH
TECHNICAL DEPTH

Technical leadership requires sustained investment, great talent and a focus on risk-taking and innovation—traditional competitive advantages for GE. With nearly 40,000 talented engineers and scientists, four Global Research Centers and a fifth on the way, and about 6% of Infrastructure revenues spent on investment in innovation, GE has a broader and deeper pipeline of new products than ever before. And with U.S. patent filings up 14% and issuances up 21% last year, it’s clear GE is investing—and innovating—for future growth.
GE is the world’s leading producer of jet and turboprop engines for commercial, military, business and general aviation customers. Our technological expertise, supported by robust R&D investments, ensures quality, efficient propulsion for aviation customers around the world.

Innovation in Healthcare
The Discovery CT750 HD with Veo is the world’s first high-definition CT scanner. It delivers profound imaging detail across the entire body—revolutionizing how physicians view CT scans while dramatically reducing the patient’s radiation dose.

Leadership in Energy
GE’s next-generation Frame 7FA heavy-duty gas turbine delivers better output, thermal efficiency, operability and life-cycle costs for power producers, while maintaining operational flexibility—and helping suppliers manage demand.

New Products in Lighting
GE launched the industry’s first ENERGY STAR® qualified A-line LED bulb. This technical wonder replaces a regular 40-watt incandescent but lasts more than 20 years and cuts energy use 77%.

Excellence in Rail
Once commercially available, the Evolution Hybrid Locomotive will capture energy through dynamic braking and reduce fuel consumption and emissions versus current engines. The energy recaptured from one locomotive over one year is enough to power 8,900 average U.S. households.
Serving more than 20 industries—including energy, water, oil & gas, transportation, food & beverage and manufacturing—GE service and software capabilities improve real-time decision making, enable more efficient operations, drive innovation and ensure quality and regulatory compliance for customers around the world. They also help our customers make more money. GE’s unique domain expertise, expansive installed base and world-class operational acumen enable our customers to turn data into actionable intelligence for mission-critical needs. On any given day, GE services are helping advance healthcare, expand commerce, power transportation, innovate industry and improve quality of life.
Moving Freight Faster
GE's RailEdge® Movement Planner is a breakthrough software system that helps railroads run smarter and move more freight faster, potentially saving millions in capital and expenses and improving productivity.

Helping Homeowners
Nucleus™ energy manager with GE Brillion™ technology, when used with a smart meter in conjunction with a utility, helps homeowners understand and manage their residential energy use, a great step toward saving energy and money.

Conquering Disease
GE Healthcare created Omnyx as an independent joint venture with the University of Pittsburgh Medical Center, with a focus on digitizing pathology, much like radiology was digitized over the last 20 years. Omnyx Integrated Digital Pathology solutions leverage GE's innovation to transform the field of pathology worldwide.

Smother Flying
GE's TrueCourse™ Flight Management System can keep planes on schedule by using crowded airspace more efficiently. It keeps aircraft to within feet of their optimized flight paths and within seconds of scheduled arrival times—saving passengers time and airlines fuel.
GE’s breadth of operations, globally recognized brand and “recentralized” organizational structure are helping it succeed in markets around the world. In resource-rich regions like Russia, the Middle East and Latin America, and in emerging Asian countries like China and India—where growth is double that of the developed world—GE has set a strategic course. We’ve localized research, technology, talent and operations to “go where the growth is.”
Global Research Network

Localizing R&D capabilities is an important element of GE's strategy to strengthen our presence in key growth markets. Our newest Global Research Center is set to open in the next 12-18 months in Rio de Janeiro—part of our $500 million commitment in Brazil.

Reverse Innovation

GE continues to deepen its commitment to developing countries through products tailored to their specific market needs and then enhancing these products for distribution globally. At facilities like this one in Wuxi, GE doubled the number of low-cost ultrasound machines manufactured in China from 2006 to 2010.

Resource-Rich Markets

GE technology is helping meet energy demand by producing oil and gas from rich but unconventional reservoirs in Angola, Australia, Brazil, China, Iraq and beyond. Our goal is to find innovative ways to unlock stranded resources to secure energy for tomorrow's world.

Regional Partnerships

Partnering with key global players to access new markets, technology and ideas is at the heart of GE's joint venture with AVIC Systems to supply avionics for China's new C919 150-passenger jet, among others. Such alliances place GE squarely in an area of explosive growth in China.

GE is committed to building and strengthening relationships with our emerging-market customers by repositioning our intellect and resources to such fast-growth markets as India and China, where a rising but largely underserved middle class is growing.
The plan is simple: diversify in markets GE knows well—make multiple, scalable bets with disciplined organic and inorganic investments, and utilize our global sales, distribution, and research capabilities to grow brand-new billion-dollar businesses. Over the past decade, GE has grown its renewable energy, oil & gas, water treatment and life sciences businesses from having virtually no presence to generating $20 billion a year. We’re aiming to grow another 20 projects in this way and keep GE’s return on total capital in the top quartile of our peers.
By leveraging our core strengths and moving into adjacent markets, GE has turned fledgling businesses into industry leaders fueling future growth. Our Oil & Gas organization, for example, has grown from a $2 billion business to about a $10 billion business since 2000.

Scaling Platforms
Whether generating electricity from landfill gases or methane produced from manure, GE’s Jenbacher engine can provide an efficient and cost-effective way to generate energy from waste. Since 2003, GE has grown Jenbacher revenue by four times and profitability by 40 times.

Better Care
We’re expanding into the next realm of diagnostic technology by acquiring Clarient, whose laboratory tests help pathologists identify complex cancers. The technology details molecular information about specific cancers, so that doctors can tailor precise treatments.

World-Record Rays
With solar energy poised as the next big bet in renewables, GE is partnering with PrimeStar Solar, Inc. to commercially develop a cadmium telluride thin film product. The team just achieved a world record for efficiency and plans to scale up the technology for commercial production.

Healthcare at Home
Together with Intel, we’re developing new technology-based, at-home healthcare solutions for the two billion people who will soon be over age 60. The goal is to help older people, and those with chronic conditions, live independently and with dignity.
Linking GE's industrial and financial businesses enables us to employ our extensive industry expertise to address customer needs. We can be an essential partner for our customers—many of whom are small and medium-sized businesses—offering them not only the best products and services, but also access to capital, a deep understanding of their sectors, and operating insight that other financial services firms can't match. For our shareowners, GE Capital is a valuable franchise providing good earnings and cash flow to fuel investment in companywide growth.
Industries We Know

With a $49 billion portfolio—and 1,800 owned and managed aircraft in 75 countries—GE Capital Aviation Services provides comprehensive fleet and financing solutions. Our knowledge and assets help customers acquire aircraft, engines and parts, and find ways to pay with less risk and better returns.

Operating Advantage

GE Capital provides private-label and dual credit card programs along with financial services to more than 40 million account holders. This year our programs will deliver more than $70 billion in retail sales throughout the United States.

Value Across Enterprise

To expand from one hospital to eight, Ochsner Health System turned to GE Capital to balance equipment needs with management of working capital. By leasing diagnostic equipment at competitive rates, Ochsner got the latest imaging technology quickly while freeing up working capital.

Mid-Market Expertise

Mid-sized customers choose GE Capital over traditional banks because we do more than lend money—we help businesses grow. For Bobcat, inventory financing and online accounting help dealers better manage customer credit. And GE’s industry knowledge helps Bobcat dealers get customers into equipment they need to grow their businesses.
IT STARTS WITH BIG SOLUTIONS

Cleaner energy. More affordable healthcare. Access to smarter capital. We take on some of the world’s most pressing needs with solutions that deliver human progress, as well as sustainable growth for GE and our shareowners. This is the powerful premise behind our ecomagination and healthymagination strategies. They bring together imagination, investment and technology to enable GE and our customers to generate revenue, while reducing emissions and providing healthcare to more people.
EV Infrastructure
GE has created intelligent plug-in electric vehicle charging devices for U.S. and global markets to help consumers charge their cars during low-demand, lower-cost time periods. As a result, smart chargers will make plug-in cars more attractive to utilities and consumers, helping to lower our carbon footprint and oil dependence.

Expanding Access
Roughly the size of a smart phone, the Vscan houses powerful ultrasound technology, so doctors can quickly and accurately make diagnoses beyond basic vital signs. Vscans could one day redefine the physical exam, becoming as indispensable as the traditional stethoscope.

Unconventional Fuel
As the world seeks energy solutions in the face of environmental, regulatory and financial pressures, unconventional gas sources gain importance. GE provides innovative chemical and equipment technology that treats and supplies millions of gallons of water needed for shale and tight gas production while protecting the environment.

Lowering Healthcare Cost
Healthcare IT tools are transforming medicine by giving doctors new ways to improve efficiency, standardize care and reduce errors. GE Healthcare’s Centricity Advance is a web-based Electronic Medical Record and patient portal that helps small and independent practices focus more on patients and less on paperwork.

Ideas that drive human progress vary dramatically. GE’s WattStation™ makes charging electric cars fast and cost effective. And in rural India where infant care technology is scarce, GE Healthcare helps distribute $200 infant warmers, which can heat for hours with a simple pouch of wax.
IT STARTS WITH PUTTING IMAGINATION TO WORK

Working across our global enterprise, GE people did remarkable things in 2010. Our passion, professionalism and perseverance working with customers, partners and each other returned GE to positive growth and an exceptional future outlook.

With over $1 billion a year invested in employee training, development facilities around the globe and 90% of leaders promoted from within, GE is proud of its legacy of leadership development. From competitive manufacturing, groundbreaking technical innovations and world-class quality assurance, to finding valuable portfolio additions, opening markets and bringing new products online, the extended GE team is working for you. Here are some of our stories.

EXECUTING IN THE FACE OF CHANGE

MAKING STRATEGIC ACQUISITIONS

A team of GE Healthcare employees coordinated our acquisition of an important new partner—Clarient, a California-based, 400-person leading player in the fast-growing molecular diagnostics sector. Combining the skills of the two companies will allow us to help pathologists and oncologists make more confident clinical decisions, bringing improvements in the quality of patient care and lowering costs. The partnership will bring GE into the next realm of diagnostic technology, accelerating our presence in cancer diagnostics, where demand is expected to grow from $15 billion today to $47 billion by 2015.

MEDICAL DIAGNOSTICS TEAM

*From left:

Jeff Thomas
Business Development Director

Dave Haugen
Finance Director, Business Development, GE Healthcare

Ronnie Andrews
CEO, Clarient

Ger Brophy
VP, Strategic Planning & Licensing

Bill Lacey
CFO

Pascale Witz
President & CEO

Mike Pellini
President & COO

Robert Dann
Oncology Marketing Leader
GROWING FACTORY JOBS

GE has been a long-standing supporter of American manufacturing. The team at our Lynn, Massachusetts, facility represents some of the more than 45,000 GE employees who work in U.S. manufacturing. The Lynn plant produces helicopter engines for the Sikorsky Black Hawk troop transport and jet engines for the Boeing F/A-18E/F Super Hornet fighter, among other aviation products that GE sells around the world as part of our $17 billion-per-year in U.S. exports.
ENGINEERING BREAK-THROUGH SOLUTIONS
Technologists at GE Global Research Centers help solve tough challenges. Dave Vernooy is developing solar thin films for renewable power generation. Kristen Brosnan is researching solid oxide fuel cells for cleaner energy solutions. Wole Akinyemi is working to optimize emissions and performance of diesel engines for locomotives. And Prameela Susarla is developing cell manufacturing tools for medical applications.

OVERSEEING PRODUCT SAFETY
As Chief Engineer for GE Aviation, Jan Schilling helps ensure the safety of some of GE’s most relied-upon products. A 41-year company veteran, Jan oversees product integrity, safety and airworthiness, and certification efforts at the world’s leading manufacturer of jet engines for civil and military aircraft.

MANAGING AND MITIGATING RISK
GE Capital’s business model is defined by strong risk management and a conservative approach to financial services. As Chief Risk Officer at GE Capital, Ryan Zanin ensures the company and our customers stay “safe and secure.” With 25 years in the financial services industry specializing in risk management, Ryan helps ensure GE Capital is in full compliance with regulations while anticipating, monitoring and mitigating new risks as they emerge.

ENSURING THE HIGHEST STANDARDS OF QUALITY
Quality in healthcare begins with patient safety. At GE Healthcare, we continue to build and strengthen a culture of compliance, where every employee is trained to be vigilant and dedicated to the very highest standards of quality and safety. GE’s Dan Eagar, Quality Assurance Director for GE Healthcare, Surgery, is a leader in this effort and one of our many outstanding examples of GE’s commitment to supporting doctors and their patients.

GE GLOBAL RESEARCH
Niskayuna, New York
(from left)
Dave Vernooy, Ph.D.
Physicist
Kristen Brosnan, Ph.D.
Senior Scientist
Omowoleola Akinyemi, Ph.D.
Mechanical Engineer
Prameela Susarla, Ph.D.
Senior Scientist

(from left)
Jan Schilling
Chief Engineer,
GE Aviation
Ryan Zanin
Chief Risk Officer,
GE Capital
Dan Eagar
Quality Assurance Director, GE Healthcare, Surgery
EXPANDING ACCESS TO HEALTHCARE

With the healthcare needs in China growing rapidly, GE is working to provide the types of products that millions in China need. In our Beijing facilities, GE employees—including Jinlei Chen, Wayne Zhang and Zhanfeng Xing—are developing and marketing customized products to expand access, lower cost and improve the quality of healthcare in China, especially in rural areas. Similar efforts were underscored in 2010 when the GE Healthcare factory in Wuxi doubled its manufacturing of low-cost ultrasound machines from just four years earlier.

UNLOCKING ENERGY SUPPLIES IN THE MIDDLE EAST

GE’s Advanced Technology and Research Center in Qatar provides the innovation necessary to access stranded natural resources that are needed to fuel our future. In Qatar, our team is working on ways to create fuel flexibility by improving combustion systems so they can handle whatever type of fuel is available. Also, our Oil & Gas team, pictured here, has partnered with Qatar Petroleum and ExxonMobil to develop the world’s largest liquefied natural gas facility.

CHINA HEALTHCARE TEAM
(from left)

Jinlei Chen
Modality General Manager, GE Healthcare China

Wayne Zhang
Product Marketing Manager, GE Healthcare China

Zhanfeng Xing
Architect/Engineer, GE Healthcare China

QATAR OIL & GAS TEAM
(from left)

Andrea Grandi
Global Services

Antonio Saurino
Project Manager

Bill Alashqar
Global Account Executive for GE

Paolo Battagli
Engineering Manager

Alexander Ferrari
Engineering Manager

Ayman Khattab
Middle East Region Hub Leader

GE 2010 ANNUAL REPORT 25
“SYSTEMS THINKERS” DRIVING GROWTH

PARTNERING WITH CUSTOMERS
An outstanding example of the power of partnerships is the collaboration between GE Aviation and Boeing, two companies with a long tradition of aerospace leadership. For the new 747-8 wide-body, Boeing and GE have combined their technical expertise and commitment to safety and quality in a single pursuit—to bring the new 747-8 Intercontinental jetliner to market. Leading the team’s efforts are Boeing’s Elizabeth Lund and Pat Shanahan and GE’s Chip Blankenship and Bill Fitzgerald.

PARTNERING TO DEVELOP NEW MARKETS
When GE and Intel announced a joint healthcare venture—that we believe will bring about new models of care for millions of people—a strong and passionate team willing to lead the way was needed. The new company, called Care Innovations, will develop technologies for the aging population that will reduce healthcare costs by supporting healthy, independent living at home and in senior-housing communities.

GE AVIATION-BOEING TEAM
(from left)
Chip Blankenship
Vice President and General Manager, Commercial Engines, GE Aviation
Bill Fitzgerald
Vice President and General Manager, GEnx Program, GE Aviation
Elizabeth Lund
Vice President and General Manager, 747 Program, Boeing Commercial Airplanes
Pat Shanahan
Vice President and General Manager, Airplane Programs, Boeing Commercial Airplanes

CARE INNOVATIONS TEAM
(from left)
Louis Burns
CEO of Care Innovations (formerly known as GE Intel JV)
Lauren Salata
Vice President, Chief Financial Officer and Chief Compliance Officer
Douglas Busch
Senior Vice President, Chief Operating Officer