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EDITED TRANSCRIPT

General Electric Co Annual Shareholders Meeting

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Melody Jackson
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William Freeda

PRESENTATION

H. Lawrence Culp, Jr. *General Electric Company - Chairman & CEO*

My name is Larry Culp, Chairman and CEO of GE. I'm thrilled to welcome you here to our 2019 Annual Meeting of Shareholders. On behalf of both our Board of Directors seated to my left, and the entire management team, we are thrilled that you're here.

I thought what we would do this morning, before we get into the formal agenda, is take a few minutes so I can share with you my impressions about the company seven months in. And it's really been just seven months. Not that you're counting, but rest assured, I have been counting. I count the days because there is so much to do, but by the same token it is so humbling. And such an honor to be on this team and certainly to be serving the company in this role.

I think back a year ago, when we were together in Pittsburgh, my first annual meeting for GE. I had just come on the Board and that was an incredibly impactful experience for me. Because, while I had done my diligence prior to joining the Board, I had no real appreciation for the disappointment, and I could use stronger words, that so many retirees, so many former employees and shareholders had, given what happened more recently to the company. But at the same time, the great passion and great concern, dare I say love so many of you expressed in equal measure. And that was certainly motivating for me, and I'm sure all my colleagues on the Board who were there that day. But it was even more impactful for me, because that reverberated in my head through all of last summer. And frankly, with no small part of my own thinking and decision-making when the Board came to me and offered me the opportunity to serve the company in this way. So I'm hopeful, we have a similarly open and candid conversation, my sense of tone from the reception is maybe a little different than it was a year ago, but good words and tough questions are welcome in equal measure. So, let's go ahead and get into what we are doing at GE.

I mean rest assured, we know where we are. But by the same token, while we have a host of issues that we need to deal with and deal with them, we will. We know that our real mission here is to make GE stronger. And as we make GE stronger, we will make GE more valuable. And that very much is the mission that we are on. Some of you may be new to the stock, seeing that single-digit stock price is an opportunity to get in early as we begin this multi-year transformation. And this is what you're buying into with GE today, right? Four outstanding important global businesses: Power, Renewable Energy, Aviation and Healthcare. What I like about all four of these businesses is the fact that they have sizable installed bases, which not only represent more than half of our revenue in terms of the recurring revenue and profits that come with that installed base as we work with our customers to serve us support those machines, but



more importantly, it puts us into the daily work streams of our customers. Giving us opportunity to serve. Today, giving us opportunities to learn how we might serve them tomorrow.

Lots of businesses are out there working hard to get back closer to their customers. GE is doing that every single day today. And if you think about those four businesses as the bricks, we have a lot of mortar making those bricks strong. I think about GE Capital and the financing capabilities that GE Capital gives our businesses as they look to operate globally. I'll look at the technology coming out of our Global Research Center continuing to fuel innovation across the company. I look at what we are doing in Digital and Additive bringing next-generation technologies into the daily work of all four of those businesses. And finally, our Global Growth Organization, which really helps trigger and catalyze growth in parts of the world that really are going to be the next wave of opportunity for each one of our businesses. That's GE.

And in addition, as shareholders what you own today is over half of Baker Hughes GE, a position we will be looking to transition out of overtime as part of our deleveraging. In addition to Wabtec, which is where our Transportation business resides today, we have created a new rail power house to take advantage of those next generation opportunities. We own nearly 12% of that company and are in the process of selling that down, again, in concert with our deleveraging.

This is GE. We've talked publicly a number of times, I'm sure, you've heard this at least once if not several times, 2019 is really going to be a reset year for us. And that's not an excuse, that's just our shorthand for the reality of what lies ahead. We have a lot of work to do. But rest assured it's work we can do, and it's work we will do. There are two things we need to take care of this year. The first is strengthening our financial position. What does that mean? It simply means, we need to get the debt level down. We are not as nimble, we are not as agile, we can't play as much offense as these businesses deserve with a balance sheet were it is today. And we are making real strides to do that.

You saw the announcement earlier this year that we're going to sell the BioPharma business out of Healthcare, \$20 billion of cash proceeds, hopefully, later this year brings the debt level down. We will continue our industrial disposition program with approximately \$20 billion of assets, that helps. In addition to what we are doing in moving out last year and this \$25 billion of assets out of GE Capital. All of those pieces together will really help us bring those leverage levels down, both on the industrial and on the GE Capital balance sheet to put us in that position to play offense. And at the same time what we want to do frankly, is strengthen the businesses. And we've said a number of times that starts first and foremost at Power. Now I'll speak to Power in a moment, what we have a significant multi-year turnaround ahead of us in that regard. And we want to make sure all of us understand that's what underway.

But if you step back from Power, there are really three key themes, that we are talking about inside the company that really apply to our best business and perhaps our business on the other side of that spectrum. First, we need to do a better job of putting the customer at the center of all that we do. And I'm sure you've heard lots of corporate leaders over time talk about customers, so much so at times they can sound trite. But what I found coming into this company is that we have a tendency to measure ourselves, which is usually a good thing. But we often measure ourselves in the way we would measure ourselves as opposed to the way customers do.

Quality, easy example. We look at cost of quality and accounting convention. Helpful, but our customers don't care how much our quality mistakes cost does, right. They're more concerned about what it does to them. And so we need to turn some of those lenses around. So we are really thinking and measuring ourselves, first and foremost, in the way customers do. And I'm already seeing signs that transition we can make and make quickly and be better for it.

I'd say secondly, what we want to do is make sure that we are more operational in our daily work. Like any public company, there is a quarterly cadence at GE, because we report to you publicly every quarter. And to the extent that, that becomes our focus, it robs us of the opportunities to make every day count operationally, what my friends in the lean community call Daily Management, and that's really what we're trying to do more and more every day. So the first day of the quarter counts as much as the last day of the quarter. And if we can bring that intensity to every one of our businesses, every one of our shops, every one of our labs, every one of our services and salespeople on the field, we're going to be that much stronger, that much better competitively. And then, I'd say, we want to be smarter and sharper about setting priorities.

One of the things that has amazed me about GE is the breadth of its ambitions. I knew that from the outside, it is something to behold being on the inside. But at times, that can get the better of us, as we bite off a little more than we should. So the conversations we're having in the businesses is really about focus. Let's declare clearly what are the most important things we need to do, today, this quarter, this year. What do we need to postpone? What are we not going to do? Not a conversation, I sense, that's had frequently at the company. But one that, I think, we are going to be better for having. I already see early evidence that this team focused on a more condensed set of priorities will make more progress in a sustainable way. And that really is reinventing frankly, the way we work.

At the same time, as we pursue those two strategic priorities this year, we know that we are in, if you will, a governance transformation as well. I joined the Board a year ago, that was nearly eighteen people large, right. Today as we sit here before you, we have ten members of the board. And that changes the dynamic dramatically, right. We simply can get them around a smaller table, get in the smaller room and really have a much more robust conversation. Five of those ten, myself included, have been on the Board for less than a year. So there is a very fresh perspective at the expense, at times, of experience but everybody's engaged, everybody's learning, everybody's here because they want to. They want to be part of the journey. They want to be part of the story that we're going to write. And it's more a diverse board with forty percent of our board now with women in the boardroom, and two of our three standing committees chaired by women. So there is a great deal of change. But most importantly, this is a board, they can have honest, candid, tough conversations. We had one at eight o'clock just across the way. But we think that we're a better board. We think we're going to be a better company as a result.

We're putting the right team in place at the management level. If you look at the ten direct reports that I have in key operating and staff roles, five of them are either new to the company or new in the roles in the last seven months. So it's a good mix of inside/outside, new and old coming together around a common agenda. Driving a higher level of accountability, with more rigor, month to month, quarter-to-quarter, at the same we're making sure that we are putting the right incentives in place. And for our business leaders that's really all about making sure that they end up being paid on the back of what they do with their businesses. All the while the senior team having more of their compensation at risk, as the stock goes, so goes our compensation. And then finally, I think it's part of this governance transformation. What we are trying to do is really open up the investor feedback loop. Numbers, you give me some comments during the reception, all very much welcome in that regard. Bring it on, right.

We have got a new IR leader here, Steve Winoker, put your hand up. Steve came to us from Wall Street, really understands the value of investor dialogue, both with institutional holders and retail holders. There's a lot we are trying to do from putting the 10-K, excuse me the 10-Q out with the earnings release. The 10-K I hope was a better, easier to read this time around. A number of you dialed into insurance teach-in, as we try to provide more transparency around that part of the business, and clearly, there are things on your minds that we're trying to incorporate in what we're doing. You saw on the proxy, some discussion around the auditor and we have announced that we are going to go through a bid process with the auditor, once we get through this audit cycle. And again, I think that's part, hopefully evidence, that we are being responsive to what's on your minds. A lot to do here, it will be a reset year, but we are underway.

In March, we framed for investors where we were headed this year. And there are a lot of numbers on this page, what we try to underscore more than anything, is this is really just the start of a multi-year transformation. But it's an important first step. We think given where we are with these great long-cycle businesses, that we should see low to mid-single digit organic growth this year with some margin expansion. So those tend to be broad guardrails, purposely set so that we can move forward and do the right things with the businesses and for the businesses.

Cash flow, going to be negative this year. What we said in March is probably going to be breakeven to possibly a negative \$2 billion. It's still tough for me to say that out loud. But that is our reality. As we deal with some legacy issues in the business. And at the same time, continue to invest in the future. Fortunately, we are in a place where we can work through a year like this, but it is not lost on any member of management that even as we get off to a better-than-expected start here in the first quarter, the negative cash flow is negative cash flow and we need to do better. We will see earnings somewhere in the 50% to 60% range this year, which when adjusted for dispositions is roughly in line with where we were a year ago. But, again, the emphasis here is making sure we are taking care of customers with respect to growth and having that work for you with respect to our cash flow.

I mentioned the first quarter a moment ago. It was just a week ago that we announced a first quarter earnings. I won't take you through

that again, I know many of you were on the earnings call. In essence, we got off to a decent start. And that beats the opposite, right? But I think what we try to do inside the company, and again, I'll share here with you today, we want to make sure folks understand that start is just a data point. It's just one data point. So there were a number of things timing-wise that we thought were going to happen later in the year that happened in the first quarter. That's good. But it means they won't happen in the second quarter or the third quarter in all likelihood. So this good start will balance out. So what we said in March with respect to expectations for the year, probably still holds. But if we can do better, rest assured we will, but again, it's not about this year. It's about making this company stronger and more valuable longer-term.

I'm asked a lot from my friends and others, so what is it like? What's GE like on the inside? And this is really the answer that -- they hit me very much in the first week. And it's the source of my optimism about our future. First and foremost, we're very fortunate to have an outstanding team here at GE. This is a team that's driven, that's competitive, that's resilient and very keen to do better and do better for you. Getting inside the Global Research Center and getting inside our businesses has allowed me to see our technology, up close. And fortunately, we have been investing in technology at GE for decades. And you can really see it. And we're going to continue to be the technical leaders in our businesses. Because that ultimately is the source of our competitive advantage.

And then finally, GE has global scale really like any other company that I have seen. And it has been an honor to represent the company all over the world even in seven months, and to see the access, to see the relationships, to see how strongly GE is still regarded around the world. And in many respects, the further you get away from the New York City area, with due respect to those you live here, right. Folks think about GE in a different way and they see what we're doing akin to what you saw in the video. So there is a lot to build on here. And I don't want anyone to lose sight of that. But, by the same token it will be a reset year, but I think we have a plan to deal with those issues and that plan combined with these wonderful strengths, again, really is the reason I'm optimistic about our company.

Let's talk about the businesses quickly. Power, again, the installed base: 7,000 gas turbines, 6,000 steam turbines, software is touching 40% of the world's energy use. We are in the thick of the foundation of our economy. But that said, this is a business, again, that had a very tough 2018. And there were hosted issues there, we'll get into those later if you like, but I think that Scott Strazik, Russell Stokes and their teams understand what those issues are and are working very hard to address them again in a sustainable way, so that we can drive multi-year improvement and multi-year performance. This will be a year of investment in Power as we reset that business for a new market reality, particularly with respect to gas turbine demand, but given what I have seen so far in 2019, I'm encouraged. And that has frankly nothing to do with the numbers. They got off to a relatively better start versus expectations than any of the businesses. But it's really what I see day in, day out when I'm with those teams. And the way they're embracing their reality, the way they're engaging daily management and just running the business differently, and I think ultimately better.

Renewable Energy, here we have a portfolio across the renewable spectrum we've got positions in solar and storage, admittedly small. Hydro, this is -- we don't talk a lot about as well, but this is primarily a wind business. And we have, as you see on the slide, 40,000 onshore wind turbines generating electricity around the world today. We were #1 in wind placements in the U.S. last year, so a real sign I think of emerging market leadership on our part. This is a business that will be our highest growth business in 2019, but a bit like Power challenged from a profitability and from a cash generation perspective, but one that we think has a very long runway in light of the energy transition that's underway.

Aviation, we have no better business in all of GE than Aviation. And we were thrilled to spend another day on Monday out in Cincinnati with David Joyce, our Vice Chairman in GE's Aviation, CEO is in the front row, with he and his team. And what I love about being out there with team is not only the secular tailwinds that we have, as we see global growth and revenue passenger miles. It's a good time to be in the air. But the way David and his team take exceptional care of their customers, while continuing to drive technology and you see that with the range of new products coming out of Aviation. The GE9X will see its first flight later this year. The LEAP engine is ramping significantly through the course of 2019. Again, the benefits of investing in technology over decades.

Our LEAP engine, as many of you know, is underwing on the Boeing 737 MAX, so we're working very closely with our friends at Boeing to get that plane back up in the air, but rest assured as Boeing does, we believe our first mission in that instance is a safe return to flight, and we're committed to doing that, along with our partners. This is an exceptional long-term franchise, for you the GE shareowners. And we are doing everything we can to make sure that the next 100 years, because we're celebrating 100 years of operation in GE Aviation,



are as impactful in the world and as meaningful to you as the last 100 years.

And then finally Healthcare, we were in Milwaukee yesterday with the Healthcare team, another phenomenal day because of the strength of this business. Here we have over four million Healthcare Systems generating if you can believe it two billion scans per year. That's a lot of scans. But what those scans really mean, is that we are at center of healthcare delivery around the world. And increasingly precision healthcare. And that sets us up, I think, to continue to not only drive the hardware that so many of us think about when we look at this business, but really the software and the artificial intelligence that is increasingly driving the value in these products. We saw our new ultrasound suite yesterday, in fact, our new LOGIQ E10 unit, which is chock full of differentiated features for clinicians because of the artificial intelligence, the advanced algorithms that have been embedded in this product. Again, you see the value of the installed base being updated through meaningful and significant innovation. We all want to live forever, that's a global phenomenon. This is a tremendous business to be in and one that we're excited about as we look forward.

But if you step back from the businesses, why are we here? What's our purpose as a company? As shareowners, you have over 280,000 people who come to work every day in over 180 countries to bring real progress and possibility to every corner of the planet. And as you saw in the opening video, that is what we do. Companies may say they're changing the world, but I'm sorry, a social media app really doesn't in many instances, right? But what we do does. And that hits home on us every day. It's what has fueled this company for well over a century and we know that our obligation, particularly to those of you who are not only shareowners but retirees, is to continue the good work that you spent your careers doing, so that we can pass off this tremendous company to others who will come behind us.

So with that, I just want to say thank you. I have heard from so many of you in the last seven months, words of support, words of wisdom, and at times a sharp poke in the back. All good, all welcome. We are working hard to make you proud. We are working hard to make this company of yours more valuable and we will not rest until that work is finished. So, thank you.

(presentation)

That's a great video. Thank you. I'd like to go ahead and start the official business for the meeting by introducing my colleagues on the Board of directors. I'll ask each of the directors to stand briefly as I introduce them, so you can see who they are: Sébastien Bazin, who is the Chairman and CEO of AccorHotels, who has been on the Board since 2016; Frank D'Souza, Vice Chairman of Cognizant Technology Solutions has been on the Board since 2013; Ed Garden, Chief Investment Officer and Co-Founder of Trian Fund management, a director since 2017; Tom Horton, newly installed partner at Global Infrastructure Partners, and the former Chairman and CEO of American Airlines, a director since 2018. Tom is also our lead director and Chair of the Management Development and Compensation committee. Risa Lavizzo-Mourey, Professor at University of Pennsylvania and the Former President and CEO at Robert Wood Johnson Foundation. A director since 2017, Risa Chairs our Governance and Public Affairs Committee. Cathie Lesjak, Former CFO of HP, a director since March of this year; Leslie Seidman, Former Chair of the Financial Accounting Standards Board and a director since 2018. Leslie Chairs our Audit Committee. Jim Tisch, President and CEO of Loews, and director since 2010. He is our veteran. And Paula Reynolds, President and CEO of PreferWest and Former Chairman and CEO of AGL Resources and Safeco Insurance, a director since 2018. Paula was unfortunately unable to be here today, she sends her regards and looks forward to meeting you next year. I'll now ask Mike Holston, our General Counsel and Secretary, to please join me on stage and we will get started with the discussion and voting on the matters set forth in the proxy statement, Mike?

Michael J. Holston *General Electric Company - Senior VP, General Counsel & Secretary*

I'm advised that this meeting is properly convened, that we have a quorum and that the proposed resolutions presented in the proxy statement are filed as part of these proceedings. We have received proxies representing a majority of the outstanding shares eligible to vote and the management proxy committee has voted those shares in accordance with the shareholder wishes. The independent Inspectors of Election are representatives of First Coast Results, and the inspectors have taken the oath of office required by law.

If you've already voted by proxy, there is no need to vote by ballot today, unless you would like to change your vote. You'll find a ballot on your seat. We'll take up the election of directors and the management proposals first. And then there'll be an opportunity for discussion of those topics. Then we'll turn to the shareholder proposals, and have a chance to discuss those. There will also be time later in the meeting for general discussion and other business matters, but first, we'll address the items in the proxy statement.

First is the election of directors. I place before the meeting to serve as directors for the coming year the ten individuals who were introduced by Larry at the start of the meeting and whose backgrounds and qualifications are described in more detail in the proxy statement.

The next item is the proposal to approve our named executives' compensation. Your Board of Directors recommend a vote for the approval of our named executives' compensation.

The next item is the proposal to approve an amendment to our Certificate of Incorporation to reduce the minimum required number of directors on our board from ten to seven. Your Board of Directors recommends a vote for the approval of the amendment to reduce the minimum number of directors.

The final management proposal is ratification of KPMG as independent auditors for 2019. We have with us today Frank Casal, Vice Chairman and leader of KPMG's audit practice, and Larry Bradley, KPMG's lead audit partner for the GE audit. Your Board of Directors recommend a vote for the ratification of KPMG as independent auditors for 2019.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thanks, Mike. Those are the management proposals. So if you would like to speak about any of those, please come to one of the two aisle microphones. I'll call on you there and please give your name when you speak. I'd also like to note that you will have an opportunity later for general questions and answers on matters that are unrelated to these management proposals. So if you could please hold those until the formal agenda is finished, we'd appreciate it.

So is there any discussion on the Board nominees or the management proposals? We will start in reverse order, is it Bill? Bill, take the microphone two.

William Freeda

Good morning, Mr. Chairman and members of the Board of Directors and fellow GE shareholders. My name is Bill Freeda, and I'm here this morning to support Chairman Culp and all the members of our current Board of Directors. This is not the position I have taken in recent years, but I believe Chairman Culp and the current board deserve the opportunity to right this troubled ship.

In May of 2000, GE stock split 3-for-1 and was priced at more than \$54 a share. So what happened in almost two decades that resulted in our company stock now being priced as of the close yesterday at \$10.11 a share with an embarrassing low dividend of \$0.01 per share per quarter? To me, the answer is obvious -- Jeff Immelt happened. That was not my primary purpose this morning to denigrate Mr. Immelt and his poor managerial decisions, instead, I'm here to convince our Board of Directors that Mr. Immelt should not be allowed to continue profiting from his abysmal performance. I'm asking our Board of Directors to explore all legal avenues that would allow GE shareowners to claw back any bonuses, stock options, and any and all performance-related compensation and related benefits awarded to Mr. Immelt while he was serving as GE's Chairman and CEO. In addition, I'm asking that Mr. Immelt's supplementary pension be reduced in conjunction with such a claw back.

Let me remind our Board of Directors and GE shareowners, the supplementary pension is applicable only for certain GE executives. And as an unqualified unfunded plan that does not enjoy the protection of ERISA, in layman's terms GE shareowners bear the full cost of Mr. Immelt's supplementary pension directly out of GE corporate assets. According to the 2018 proxy statement, Mr. Immelt's annual pension is almost \$5 million, approximately 97.5% is Mr. Immelt's supplementary pension, while only 2.5% is paid by the traditional GE pension plan. Once again, referring to the 2018 proxy statement, as of the end of 2017, the lump sum value of Mr. Immelt's supplementary pension is \$82,000,880,060. Under the current circumstances, I do not believe GE shareowners should be responsible for shouldering the burden of Mr. Immelt's mistakes any longer. In my opinion, the people who have suffered the most due to GE's performance under Mr. Immelt's stewardship are long-term individual investors, many of which are GE employees and retirees. Why should these investors now be obligated to fund the lavish retirement lifestyle for the very person who in all likelihood has been responsible for negatively impacting their lives due to the precipitous drop in GE share price and dividend. Does really make any sense to anybody?



If the current Board of Directors and GE executives are concerned that our company would no longer be viewed as one not keeping its promises and lacks integrity if they reduce Mr. Immelt's supplementary pension plan, let me assure everyone. That ship sailed on January 1, 2015, when GE, headed by Mr. Immelt, terminated GE's post-65 retirement medical benefits that had been promised in writing by GE for decades to tens of thousands of its long-term retirees, replacing it with a totally inadequate retirement reimbursement account of \$1,000 per year, which currently pays for less than 25% of my post-65 retirement medical benefits, expenses.

So it is clear that integrity and promise-keeping left the scene a long time ago at GE.

Additionally, many long-term GE employees and retirees, who were not 65 by January 1, 2015, but had earned these benefits are not even eligible to receive that \$1,000 which in itself is shameful. So trying to maintain the illusion that during Mr. Immelt's tenure, GE was a corporation that cared about its employees and retirees is ludicrous.

Last year, I suggested that a retiree council be formed, consisting of represented and non-represented retirees. The purpose of this council would be to provide perspective to GE executives and our Board of Directors on issues that directly affect the lives of GE retirees. This idea seems to have been met with disinterest, it puzzles me that GE executives do not believe retirees might be able to contribute to the conversation regarding the issues that affect our lives. This attitude smacks of the very reason GE is in its precarious position: arrogance. The paternal attitude of we know what's best, well, as we have witnessed sometimes people making the decisions don't know what's best.

Perhaps Mr. Chairman Culp and our Board of Directors could take another look at this proposal. Finally, I would like to address L. Kevin Cox, our recently appointed Senior Vice President of Human Resources. Well, Mr. Cox, you may not have had the time to realize it yet, but with all of the chaos currently surrounding GE, you are fortunate to have inherited one of the bright spots at GE, your corporate benefits Human Resources team in Schenectady. This entire team is professional, helpful, patient, smart and knowledgeable, all characteristics necessary to maintaining a first-rate human resources operation. Thank you.

H. Lawrence Culp, Jr. *General Electric Company - Chairman & CEO*

Thank you, Bill. There's a lot to unpack there, but I want to make sure we are focused on the management proposals that Mike went through. But just if I can respond briefly to Bill's remarks, I don't think that the management team or this Board value anything more than integrity. And it's really not for us to opine on the past. Rest assured that if there -- any of these allegations with respect to the past are taken quite seriously and are actively reviewed by the Board. And if there are findings such that serious misconduct has been uncovered, then clawbacks would be in order. As you well know, the bar for clawbacks is high. It really is that of serious misconduct as opposed to business decisions that did not go as anticipated or as hoped for, right? But Bill, as always, we appreciate your engagement in the dialogue.

Is it Kevin?

Kevin Mahar

Yes.

H. Lawrence Culp, Jr. *General Electric Company - Chairman & CEO*

How can I forget the man with that hat?

Kevin Mahar

Anyways, it's really simple. Kevin Mahar from Lynn, Massachusetts. I've been coming to these Annual Meetings for 23 years. This is my 23rd year attending the Annual Meetings, and I know that Helen Quirini from Schenectady is looking down on us because she would have been here, too. But all I get to say about Bill was, me too.



H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you, Kevin. Is there anyone want to speak on the management proposals? Well, there is another microphone, sir, if you want to take that post. Yes, ma'am?

Unidentified Participant

Thank you, Mr. Chairman. Welcome aboard. I have my best wishes for you. Hurry up.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Yes, ma'am.

Unidentified Participant

I have a concern in the presentation that you didn't express anything to us who are the real losers in this room. Our love for this company, the history we have with my father, my grandfather, my father-in-law, it is rich in Schenectady, and we need to fix this fast. So why when you're giving the proposals, you don't tell us why. And when we're talking about your numbers, sir, \$2 billion in cash flow issues. If I had an actuary firm and an auditing firm, and you're asking me to vote for them, don't you owe our intelligence, our hurts a little expression of why? Thank you.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. Is the question with respect to why this year will we see the negative cash flow?

Unidentified Participant

How we got here?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Well.

Unidentified Participant

Number one and with -- because you handed into the right authorities all your reports, right, and your audit.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

We have.

Unidentified Participant

So forth, what happened?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

We have. Well, we probably don't have the time to do a full accounting of all that has happened, right? But what I know, having been here for seven months, on the Board for twelve is there's a confluence of things that happened and are happening, some inside the company, some outside the company, that none of us would have ever wished for. Again, some decisions, perhaps, we might play differently given the opportunity, but that's not our reality. So what I'm focused on and what this team is focused on is taking our strengths forward while, at the same time, we address head on some of these issues, be it a different demand level in the power market, given the overhang relative to some past acquisitions, particularly Alstom, so that we can look forward and address some of that pain, right, and address some of that embarrassment that I know retirees and employees have.

I'm encouraged, and I don't have all the history that you do, right, mine is much shorter, but as I look inside this company and I hear the feedback I get from customers and others around the world, GE, as the video suggests, still matters. So these opportunities or time is of the essence. We get that, but this is going to take some time because this didn't happen -- we didn't find ourselves in this position overnight. So I would ask for just a little bit of patience, not much, but just a little bit of patience and judge us on the progress that we make from here, please. Yes, sir?



James Moore

Mr. Chairman, my name is Jim Moore and I represent a Carpenter Union Pension Fund that hold shares in General Electric Company. Carpenter Pension Funds collectively have assets of \$60 billion, and they hold 1.2 million shares of the company's common stock.

Mr. Chairman, as the vote to ratify the selection of KPMG as the company's independent auditor has taken, I'd like to address the issue of audit firm independence. 15 years ago, in 2004, the Carpenter Pension Funds submitted an auditor independent shareholder proposal to General Electric asking for a limitation of fees paid to the company's audit firm, KPMG to "audit" and audit-related service fees. Our letter to the Corporate Secretary, Ben Heineman, withdrawing the proposal read in part, "the positives and constructive dialogue that has taken place since the submission of the proposal and the downward trend in nonaudit fees paid to the company's independent auditor has prompted the funds withdrawal. We look forward to continued dialogue on the auditor and the executive compensation issues."

That constructive dialogue continued in 2012 when we engaged the company on the audit firm rotation issue. Again, we had productive and constructive dialogue on the issue that advanced to understanding on both sides of that issue.

At this time, I would simply like to continue that dialogue by commending the audit commitment for its -- committee for its response to the disappointing vote on the ratification issue at last year's meeting.

We have repeatedly urged hundreds of companies to improve auditor independence disclosure. And we believe the disclosure in this year's proxy by the Audit Committee serves as a true model. It also conveys a clear message that the issue is in good hands. Thank you, Mr. Chairman.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you for those remarks. Yes?

Tejal Patel

Thank you, Mr. Chairman. My name is Tejal Patel with the CtW Investment Group. I also have an auditing question. One of the reasons that KPMG has been retained was because of GE's global footprint and the complexity of your operations. Yet KPMG has run into some serious audit quality-related issues abroad, in the U.K. and South Africa and Canada just to name a few.

In addition to that, the PCAOB domestically has found that there are some deficiencies related to their audit quality. What is the Board and the Audit Committee -- this newly constituted Audit Committee doing to ensure the quality and credibility of the company's financial statements and to ensure that the Audit Committee specifically isn't really evaluating KPMG in the same way that Audit Committees in the past have at GE?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Right. Well, first things first. It really does start with the Audit Committee. And with a newly constituted Audit Committee that Leslie Seidman chairs, she's new in that role, and she joined when I did a year ago. In addition to having Cathie Lesjak, Paula Reynolds and Frank D'Souza, this is a group that is brand new to this task. They bring an incredible amount of experience, former CFOs and CEOs, in addition to a regulator, right? The intensity that this group brings, I suspect, both our friends at KPMG and Jamie Miller, our CFO, and her team would attest, it's fresh, it is significant. The experience is evident every time the group meets. You mentioned the PCAOB findings. That was something that KPMG brought forward to us. We had a robust discussion about those issues and what that meant. So I think if you look at -- if you were able to come inside an Audit Committee meeting, you would see, I think, an engaged, independent committee looking both at management and at the auditor on a regular basis.

The Board at large clearly was part of the decision making to put the audit work out to bid. That will be a complex undertaking because GE, as most people know, has probably one of the most complex audits out there, right, so we want to make sure we define the scope and we evaluate all of our options appropriately, and that will just take some time. But again, I think we understand some of the concerns and the disappointments with what has happened in the past. We're working very hard with KPMG today to be better on these issues, so that we're managing our controls in such to mitigate risks, while we prepare for that bid process.

Tejal Patel

If I can just urge the Audit Committee -- given that KPMG is going to be retained for the 2019 audit, urge the Audit Committee to provide a little bit more transparency in their report about how they determine their -- KPMG's independence, how they determine, for example, that the issues raised by the PCAOB didn't directly impact GE's audit. I think that level of transparency would go a long way in reassuring investors.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Well, we'll look at it and find a good way to do that. Thank you for that suggestion. Any other questions, comments? Very well.

We will now consider two shareowner proposals that are listed in the agenda. Please note that we'll allow some time after these proposals had been presented for discussion of each of the proposals. I understand that Glenn Beatty is here today to present proposal #1 on the independent Chair. Mr. Beatty?

Glenn Beatty

Independent Board Chairman, ballot item 14. Shareholders request that the Board of Directors' policy to require that the Chairman of the Board is to be an independent member of the Board whenever possible. Caterpillar is an example of a company changing course in naming an independent Board Chairman. Caterpillar had even opposed a shareholder proposal for an independent Board Chairman at its annual meeting and within months named an independent Board Chairman. Wells Fargo also changed course and named an independent Board Chairman. This proposal topic won impressive 41% support at the 2018 General Electric Annual Meeting, even though management spent advertising money to put its hand on the scale and distort the vote.

The 2018 proposal likely won more than 50% support from the shareholders who have access to independent advice on the importance of this proposal topic.

Shortly before this meeting today, GE management again spent advertising money to put its hand on the scale to distort the vote. An independent Chairman is best positioned to build up the oversight capabilities of the many new directors of the -- on the GE Board, while a separate CEO addresses the challenging day-to-day business issues facing the company. Please vote yes, independent Board Chairman, ballot item 14.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you, Mr. Beatty. The Board recommends against this proposal for the reasons that we've outlined on Page 61 of the proxy.

I understand that Kevin Mahar is here to reappear to present proposal #2 on cumulative voting.

Kevin Mahar

Yes. You can -- my name is Kevin Mahar. I have over 55-year service at GE. I write columns about the things that we had -- have done here at the Shareowners Meeting. You can read the proposal itself and it would give leverage to retirees to have some more effect on the voting at the Board. I mean yourself, how you do with Boston? Like it?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

I love Boston.

Kevin Mahar

Okay. All right.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

City of champions.



Kevin Mahar

Yes, we are. But anyway, you can read the proposal, and I'm here to say that you should vote for this proposal because it would go more leverage to the retirees all over the country. Thank you.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Kevin, thank you. The Board recommends against this proposal for the reasons that are set forth on Page 62 of the proxy.

So we'll go to a more general Q&A shortly. But first, is there anyone who would like to discuss any of these proposals? Okay, Mike?

Michael J. Holston General Electric Company - Senior VP, General Counsel & Secretary

Thanks, Larry. So let's turn to agenda item #3, balloting. As I said earlier, you will find a ballot on your seat. If you have a ballot ready to turn in, please hold it up now and I'll ask one of our volunteers to collect it. I think we have a few here. Very good.

Have all the ballots been collected? Ballots collected at the meeting will be reflected in the final vote results.

I believe the inspectors of elections are ready to announce the outcome of the voting. Michael Barbera of First Coast Results will be presenting the report of the Inspectors.

Mr. Barbera, do you have a report for us?

Michael Barbera

Yes, Mr. Chairman. The inspectors of election have completed our initial count of the votes cast this meeting in person or by proxy. Proxies representing approximately 6.374 billion shares or 73.2% of the total shares eligible to vote were received. Other shares have been voted at this meeting by ballot or by proxy.

On the basis of our initial count, the inspectors of election announced the following results.

Election of Directors. Directors each received at least 3.7 billion favorable votes, and all nominees have been elected.

Management proposals. The advisory approval of our named executives' pay for 60.1% of shares voted against 39.9%.

Approval of an amendment to the company's certificate of incorporation to reduce the minimum number of directors from ten to seven. For 99.1% of shares voted against 0.9%.

The ratification of KPMG as independent auditor for 2019, for 89.2% of shares voted against 10.8%.

The shareowner proposals, the -- for independent Chairman, for 27.3% of shares voted against the 72.7%.

Proposal for cumulative voting, for 5.8% of shares voted against 94.2%.

Mr. Chairman, this initial tally is subject to verification. And the final tabulation may reflect small changes in the vote I have announced. The final tabulation will be set forth in the formal report of the inspectors of election to the Secretary of the company, which will be made after the count has been verified.

This concludes our report.

QUESTIONS AND ANSWERS



H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you, Mike. That concludes the formal business of the meeting, so we will now turn to item #5 on your agenda and open it up for Q&A.

We've already had a chance to hear from some folks, so I'm hoping we can give others a chance if you wish to speak. Please come up to one of the two microphones. And when you're recognized, again, please introduce yourself and proceed with your question. Looks like we've got a few questions. We'll start on the left. Yes, ma'am?

Amna Khan

I have a statement, Mr. Chairman, members of the Board and fellow shareholders. My name is Amna Khan and I'm here on behalf of the comptroller of the City of New York, Scott M. Stringer. The comptroller is the custodian and the trustee to -- of the New York City Employee Retirement System, the New York City Teachers Retirement System and the New York City Police and Fire Pension Funds and the custodian of the New York City Board of Education Retirement System. The New York City Pension Funds are substantial long-term shareowners of General Electric Company with more than 24 million shares valued at over \$221 million. This statement is on behalf of the Comptroller and other investors who will be joining us in the Climate Action 100+ dialogue with GE Climate 100 -- Climate Action 100+ is an investor initiative that aims to partner with companies to enhance corporate governance of climate change, carbon emissions and strengthen climate-related financial disclosures at companies with great opportunities to tackle climate change. To date, over 324 investors from 27 countries with \$33.4 trillion in assets under management have signed up to support the Climate Action 100+ initiative, equivalent to more than 1/3 of all assets under management globally.

These investors view climate change as one of the largest systematic risks that the world faces. Any weakness or delays in climate change policies and responses by companies will increase these risks to our investments. GE has been selected as one of the focus companies of this initiative on the basis of relatively high greenhouse gas emissions. This is based on combined scope 1, scope 2 and scope 3 emissions as compiled and modeled by CDP relative to other companies worldwide.

The supporters of this initiative have agreed to seek commitments from the selected companies to: number one, take actions to develop a transition plan to reduce greenhouse gas emissions across the value chain, consistent with the Paris goals of limiting global average temperature increases to well below 2 degrees Celsius and to pursue efforts to limit the increase to 1.5 degrees above preindustrial levels; number two, to provide enhanced corporate disclosure in line with the final recommendation of Task Force on Climate-related Financial Disclosures, known as TCFD; number three, to implement a strong climate governance framework, which clearly articulates the Board's accountability and oversight of climate change risks and opportunities.

On its website, GE publicly acknowledges that energy and climate change represents two of the most important business challenges of this century and recognizes that the Paris Agreement as an important milestone in the journey to reduce greenhouse gas emissions.

We do commend GE for the action it has already taken to address climate change. In particular, we note its ESG Steering Committee selected climate and energy as one of its key priority issue. GE launched its Ecomagination program over 10 years ago, which is central to its strategy of growing the company and contributing to a cleaner, faster, smarter tomorrow. GE has reduced greenhouse gas emissions by 27% and water use by 25% since 2011 through this program.

GE Renewable Energy has installed more than 400-plus gigawatts of clean renewable energy and equipped more than 90% of utilities worldwide with its Grid Solution. However, we are convinced that additional steps are necessary to carve greenhouse gas emissions in your value chain.

Therefore, I'm pleased to attend here today to invite the Board of Directors and senior management to join proactive dialogue with us to decisively address climate change. I ask the Board to ponder the following questions. Does the Board have adequate oversight of climate-related risks and effective planning for a transition to a low-carbon economy that is consistent with the Paris goal of limiting

average global warming to well below 2 degrees? Is GE aligned with this goal to reduce greenhouse gas emission across the value chain? And as a first step, would the Board consider to publicly commit to implementation of the recommendation of the final -- financial stability Board Task Force on Climate-related Financial Disclosures?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. Just a few thoughts in response. I think first, the company is certainly highly cognizant of the role that we can play relative to addressing the climate issue. Certainly, as you reference Renewables, we think there are a number of aspects of our portfolio that really provides some of the enabling technologies with respect to compliance with the Paris Agreement. This is certainly a subject matter that is a focal point for our Governance Committee. It's routinely discussed with that group. I understand we already are involved in some dialogue, and I'm hopeful that, that dialogue will continue as we both move forward on this critical work. So thank you. Yes?

Melody Jackson

I'm Melody Jackson. And Mr. Culp, I had everything prepared what I was going to say, but I took a lot from your takeaway, from your speech and your presentation.

One of the things that you're looking at is getting back to customer, dedication to them, their platform. One of the things that we did in our plan in the '90s is get back to promises kept and promises met. The measurement was what the customer wanted, not what you said you were going to do because there's too much deviation between the two. And if you want to keep that customer happy and keep the business, that's one of the things that you need to do.

You talked about supplier chain. You talked about Kanban, which those have been around. The Toyota was the founder of Kanban. I suggest that you take your people that are going to be dealing with it. Go through with Toyota plan, which I have done myself. That's one thing that they can learn one-on-one at the plant and realize what they went through on their pitfalls, their succession that they had and how to get around those, so you don't go down the same road that they did when they first put them into place.

Just in time, lean manufacturing, that's getting back to the basics. And it says to me that you've got some manufacturing background, which is what we've kind of lost sight and as we've gone through it.

I did look at a video on YouTube, and it came from a well-known former Senior VP of HR, Bill Conaty. He was a big promoter of passion and integrity to build trust with truth, confidence and respect. He hired people based on not being a problem identifier, but instead being a problem solver. That's truly our goal as well as we support General Electric as they go through all of the changes we've been through.

I'm aware of the road ahead as what you called the first quarter review as lumpy. You do have supporters that want GE to be revived and flourish and I, for one, am one of them, full speed ahead.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you, thank you. You and I may be related given your Toyota references. We don't yet have a Toyota trip planned, but one thing we do have, yes, I think it's the second week of June, we're going to bring one of my mentors who's a former Toyota lean expert to our Greenville facility. We're going to have probably the top 50 executives in the company on the shop floor in Greenville for a week going through a real live Toyota white Kaizen lean event really to just -- I'm sorry?

Melody Jackson

Some of those frontline people (inaudible)

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

No, no, no. And those 50 will be burdened for the folks on the floor. And we'll put teams together. And I think we've got five teams set up, and we'll be driving improvements in that plant, right? Hopefully, something is good for Greenville. But to your point, Melody, what we're really trying to do is make sure the senior team has a common definition, a shared definition of lean. So we're with you.

Reverend Jackson, good morning and thank you for being here.

Jesse L. Jackson, Sr.

Good morning Mr. Chairman, thank you for your effective and diligent work in such a short period of time. We're going to invest expansion and inclusion leads to growth, and with growth everybody wins. One thing that GE makes abundantly clear, and we certainly want to honor the retirees' concerns. The cost of living goes up, the stock goes down. That's a point of crisis for them, and they're sick of their lives. One thing is that Mr. Trump is dealing with a tariff war with China. What effect would that have on GE?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Reverend Jackson, if the trade dispute is not resolved here, there are several hundred million dollars of cost pressure we'll see primarily in our Renewables and, to a degree, our Healthcare business because of the tariffs. So we're big proponents, as you know, of free and fair trade the world over. And fingers crossed that things will come together here with the Chinese before too long.

Jesse L. Jackson, Sr.

Well, my concern is that we spend a lot of time in Africa and Latin America, America is just one-third of this hemisphere and Latin America's crisis presents an opportunity. And in Africa, China is building bridges and power plants and the like. And we should have a clearer pattern of development and appeal than China in Africa and in Latin America because those are growth markets, okay?

The second concern is that the \$1.5 billion fine. Now the seven major banks that received the TARP money ten years ago made about \$0.75 billion. The fines were about 1/4 of that. We were hoping that (inaudible) that the fine money that you have to pay in fines will go to a development bank for those who are victims of the housing crisis in the real sense. I suppose that's going back to the general budget that the fine money will go to a bank for reconstruction of those who were hurt by the prices. How do you see that?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Well, I think with respect to the WMC fine, which I think is what you're referring to, well, I don't think we have any legal access or legal way to influence where the \$1.5 billion that we paid will go. I assure you that we want to try to do as much as we can to support our communities. I think our track record in that regard is pretty good. If there is an intersection there, I don't know what we can do. But if there's a way that we can be a more forceful advocate, we'll take that up.

Jesse L. Jackson, Sr.

Your role as an advocate is important because the people who were victims of the crisis were targeted and they were steered. And then the fine, those victims should get the fine money for reconstruction. That's my appeal to you, to weigh in on it publicly is a big deal it seems to me. Thirdly, in your debt restructuring and in your divestiture, are there minorities, women and people of color, who want to be a part of that process? Is that part of your plan?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

It very much is, Reverend Jackson. One of the things that I've come to appreciate is that, in the past, when we've gone to the capital markets, the company apparently has quite a strong track record involving firms, as you've described, in those offerings. I'm hopeful we're not in the debt market anytime soon in a major way, but that is very much a part of our fabric. And I would expect that to continue to be the case.

Jesse L. Jackson, Sr.

Last in terms of professional services, what is the amount of the money in the 401(k) plan -- 401(k)?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

You got me there, Reverend Jackson. I don't have the exact number, but we could follow up offline.

Jesse L. Jackson, Sr.

Well in professional services, there are some very qualified people who historically have not been into the rhythm of inclusion and their inclusion leads to more, the 100 largest cities today, majority black and brown, too often they have been ignored for reasons more racial -- more cultural than racial. You miss 100 major cities like the one I quarter back. He may be bright and fair, but you can't see the field. We just can't win. And so as these cities are being rebuilt and reconstructed, and as I talk about now more money is for infrastructure, GE

should be on the front side of that and there's an opportunity, and that I want to express my thanks to you and look forward to a more meaningful dialogue because as I go to places like Africa and they're now building bridges and infrastructure, China has the inside track and GE does not and that should not be so. Thank you very much sir.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Right. Thank you, Reverend Jackson.

Michael J. Holston General Electric Company - Senior VP, General Counsel & Secretary

Mr. Chairman, just as a point of order. I'm advised that there is a correction to the voting report. And I invite Mr. Barbera to read the corrected vote results for management proposal #2.

Michael Barbera

Yes. With regard to the proposed -- the advisory proposal of the named executives' pay, the for vote is 70.5% of shares voted and against is 29.5%. Those are the corrected numbers.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you, Mr. Barbera. Mike and Mike, thank you.

Just to Reverend Jackson's last point, I think we're trying to do all we can in Africa and in Latin America. Infrastructure, it is our major play. There's no question that China's Belt and Road initiative really puts a lot of Chinese influence into those projects. We work with many of the companies that are involved in those programs, but are hopeful and optimistic that the U.S. will get the Ex-Im Bank back up and running, so that we're in a better position in that regard with respect to U.S. government funding for similar projects.

Jesse L. Jackson, Sr.

I guess I'm also trying to say that, that was meeting last week in Washington. A round one with Mr. Trump and Pelosi and Schumer, infrastructure here at home.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Right.

Jesse L. Jackson, Sr.

And is it -- in this world, because of science and technology, there are no more foreigners. We're all next door to each other. And at home we should be dominant and if we are not as sensitive as we ought to be and as inclusive as we should be, we'll end up losing market share. Every time I go to Detroit, and look at Toyota and Honda coming up down the street and GM still struggling, it would suggest somebody couldn't see home. I understand America is home and we're investing major money in this country pretty soon to that effect.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. Yes, is it Bill? Ron, I'm sorry.

Ron Flowers

Yes. Ron Flowers. I'm President of the GE Retirees Association in Erie, PA. I want to say good morning to Mr. Culp and the Board, especially the new members of the Board because four years ago, the Board voted to strip away the insurance from the GE retirees. This hurt all of the retirees. It wasn't that if it hurt this one, hurt that one because nobody gets out alive. Nobody gets out alive. And when you do something to retirees, it hurts every one of them. The lucky ones die early. The rest get sick and sicker, and they have costs -- drug costs that go higher and higher. And I sit in front of 150 people at a meeting every month, and they tell me about everything that's happening, about having to move in with their kids because all of a sudden they've got \$5,000 in expenses in -- or drugs and other costs for their medical insurance. And GE put into place a \$1,000 RRA account for everybody. Most of the people, I would say, I don't have exact figures on this, but just people that I know, within 6 months, this is all gone. So everybody that's retired now is going to die and they're going to get sick.

So I'm asking the Board members, the new Board members, so now only need four votes. Before, you needed more. So now you only

need four votes in order to change what the old Board did. The retirees built your company, and you are standing on their shoulders right now. So we need a raise in the RRA and it has to be made permanent.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. I think we understand a little bit of history, certainly, the present day pressure and pain, quite frankly. But I know this decision was taken a few years back. I just don't see us coming back and revisiting that, right? I don't want to raise expectations. I want to be straight and candid with you, but I understand the perspective. I really do. Yes, ma'am?

Cynthia DiBartolo

Cynthia DiBartolo, Chairperson of the Rainbow PUSH Steering Committee, CEO of Tigress Financial Partners, women owned investment bank and broker dealer. I come here today as a voice for the voiceless, including many of the people within the women and men of color, women and men within your workforce, C-suite, on the Board and shareholders.

We cannot have people marginalized at any level. I know what it is to lose a voice. I lost my tongue to cancer several years ago and didn't speak until it was reconstructed from both arms. And today, I'm determined to use my voice to make sure that nobody becomes voiceless in corporate America.

I want to recognize a fair and balanced statement about GE. They have been tremendous strides with respect to diversity and inclusion. Your balanced equation initiative, which is a mission to hire 20,000 women in technical roles and a 50-50 ratio by 2020 is highly commendable. Your African American forum have helped establish a network of strong employees and provide community outreach is outstanding. Your Hispanic Forum that's dedicated to promoting Hispanic talent within GE and has contributed to scholarships at high schools is among the best-in-class. Your Asian Pacific American Forum is innovative in its development and support of 9,000 Asian Pacific American employees at GE.

General Electric's Veterans Network, which was launched in 2009 and provides service -- services to those who have given their life in honor of our country is helping those people have an incredible quality of life and return to the workforce. The Gay, Lesbian, Bisexual, Transgender Ally Alliance is building an adaptable and inclusive network environment within GE. And the Women's Network has attracted, developed and inspired retaining female talent to create an inclusive network and has thus far impacted more than 70,000 working women around the globe. We applaud these initiatives. However, there's still much work to be done at the C-suite level and the Board and with respect to minority and women-owned broker dealers that represent a diverse investor base.

GE has historically engaged in transactions in debt underwriting, commercial paper, stock repurchase, M&A and divestitures with only a fraction of representation from qualified minority and women-owned broker dealers. These include African-American, Hispanic, disabled veteran and even American Indian firms.

MWBEs as they're called, broker dealers and investment banks are well equipped with intellectual capital, state-of-the-art technology, best execution, sustainable capital, expertise and regulatory oversight. Together, they can bring diverse distribution and participation as either a co-manager or sub-adviser in many of your transactions.

In closing, your letter to shareholders, which talks about the turnaround of GE where you referenced businesses need to have more control over their decisions and rely less on corporate office. Broadly speaking, if we want to run more empowered and accountable businesses, we need to radically change how we operate across GE. That is the same commitment that should be embraced by GE with respect to participation by women and minority broker dealers and investment banks.

Simply put, diversity and inclusion is not a cost of doing business. It is good business.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. Thank you. I appreciate the comments about those things that we've done from the Board room throughout the organization, but I don't think we take any issue with the central thesis there, but there's more to do, right, throughout the organization and with our partners and suppliers as well, and that's work we're committed to doing. If -- I mentioned we were on the road earlier this week. We

were in Cincinnati on Monday. We were in Milwaukee yesterday with our Aviation and Healthcare teams, respectively. Part of those meetings was getting back to the GE style talent organization review discussions where we got into great depth.

I was quite pleased by the commitment I saw on Monday on the part of David Joyce and his team in Aviation, Kieran Murphy and his team in Healthcare on these issues. So getting into the details about how can we do better rather than just talk about it. So another road ahead, but one we're committed to traveling. Thank you. Thank you.

Yes, sir.

Eric Alexander de Groot

In 29 days, it will be June 6, 2019, and it will be 75 years since D-Day. My parents were liberated September 17, 1944, just a couple of months after D-Day. The reason why I state this is because of my tremendous gratitude towards America and what America has done, the men and women who liberated America -- the Europe at great cost, hundreds of thousands of Americans died and Canadians and Australians and everybody else. And so I say this because of my passion for America. I am from Amsterdam, not New York, Amsterdam, the Netherlands. So you can call me the man from Amsterdam either way. My name is Eric Alexander de Groot. And I come here today because we are looking today at numbers, we are looking at auditing. We're looking back, which is extremely important just like I did with D-Day 75 years ago. It's the same thing with GE going back to 1892. So I come here today just to make some observations, but also to talk about vision. It's, of course, important.

You are at the helm, Mr. Chairman, of GE because of -- we need stability and thereafter, we need direction. And I think you bring that. You said this morning, more operational, we need to be smarter and sharper. We need a fresh perspective. We have to deal with legacy issues. We have to invest in the future. And that's exactly what I'm talking about. One thing I do want to point out with regard to communication and that's one of the points that I want to make today is how you communicate GE to America. Now going back to what I just said, GE has to succeed, not just for the sake of us or shareowners, but for the sake of America and for the sake of the world. Very few people understand really what GE does. And when I saw the numbers this morning presented, I go like, "Unbelievable. What an impact you have." And we should also not allow for Wall Street and pundits to dictate what the share price is. Now in order to get it up, certain things need to be done and this is where my vision comes in, where GE needs to be. If I look also at the front of GE, you can see it dates back to a long time, like Coca-Cola, right?

So there are so many opportunities. I think this is all about business transformation. And so it's a transformation for GE to the future. And I think that has a lot to do not just with branding, but also with communication and how do you do that. When we hear the President speak about the State of Union -- not this President, any President, it's typically good news. But the reality for all of us is there's adversity in our world and in the economy. And we have to deal with that, and that's fine, that's just life. But the reality in America is also there are 50 million people who are illiterate and functionally illiterate, 50 million. I just told you, America is a very important country in the world. And we're not just another country like the Netherlands or Belgium. America, I mean, really -- I don't know if you're born here, maybe you don't understand it. But when you're an immigrant, you really feel it, that we are not just a melting pot. We are -- those people have the desire to really impact the world, and this is what I want also from GE to do.

And so the one thing that I want to discuss with you and members on the Board is how can we connect not just with Wall Street but also with main street. And I believe there are a lot of ways to do that. And when I just mentioned about illiteracy or incarceration, have GE connect with all of us, with our minds. Listen to all of us, what ideas we have, what innovation we have and not just shareowners but Americans. And I think just like you have your Global Resource Center, there are opportunities to build facilities.

If you think of Walt Disney, Disney came up with Walt Disney, with Disneyland, Disney World. 1.5 billion people have been to Disney World, over 500 million have been to Disneyland. But he also came up with EPCOT. EPCOT stands for the Experimental Prototype of the Community of Tomorrow. GE is that community of tomorrow. Position that, use that, communicate that and let it somewhere manifest itself so that the people in America -- all Americans can be engaged through that and become part of the community of tomorrow.

And the final thing I'd like to say is I heard in the commercial, this company matters. This company doesn't matter. Matter is not a good word. This company is paramount, really, to our future. We know today as human beings on this planet, maybe 3%, 4% or 5% what we

need to know for the future, there's so much more innovation that we need, there's so much more to deal with, we're just a planet somewhere in the universe. We don't -- you don't matter. And in other words, what I'm saying is, you need to communicate that message more. I heard today you've shared a little bit about where we are and what we're doing, and it was a very stable message. But I want some passion, I want some excitement, I want to hear some vision from you. Thank you very much.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. I'll try to do better next year. But I think you're -- if I understand your fundamental thesis, it's one we understand completely, right, we have an important role to play here in the United States. We've got 100,000 people employed here actively, we're hiring in a number of our locations. We think that the way we impact the future, first and foremost, is by making this company strong, continuing to invest not only for today but for tomorrow, not only in technology but our people. But we have to be on stable ground to do that as aggressively, as effectively as we can as this company has over a long period of time. So in the short term, maybe it is a little bit more about stabilization, but there's no tomorrow without that, right? I'm not trying to scare anybody. I think we've got a lot of good tomorrows ahead. But job one for us right now is taking care of business, paying off some of that inheritance tax while we get ready for tomorrow. Whatever tomorrow may be.

Eric Alexander de Groot

But now all of us can be part of the vision [which you gave us today as] you listened to all of us, what we have to offer.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

I'm accused of many things, but not listening is usually not one. Thank you, sir.

Yes, ma'am.

Gina Falada

Hello, Mr. Chairman. My name is Gina Falada, and I'm with the Tri-State Coalition for Responsible Investment. I'm here on behalf of the Sisters of St. Dominic of Caldwell New Jersey, a long-term GE shareholder with a history of engaging the company on cleaning out PCB contamination in the Hudson River. But today, I would like to raise concerns about the climate impacts of GE's plans to develop new coal plants in multiple countries, which is brought to our attention by Market Forces, a group working with communities in Vietnam that may be impacted.

GE is expected to build 1,200-megawatt, coal power plant in Vietnam, a 1,320-megawatt coal plant in Indonesia and 500-megawatt coal power plant in Kosovo, in addition to several other power plants around the world. As a shareholder, I'm concerned that our company is contributing to catastrophic climate change by supporting these projects. We're also missing opportunities for green investment. The IPCC says we need to eliminate the use of coal power by mid-century to limit warming to 1.5 degrees Celsius, and our company is strategically placed to benefit from this transition to clean energy. Given we are trying to build a strong renewable energy arm to our business, why is our company supporting coal power plant development in these countries with huge renewables potential? Does the Board have any concerns about the impact that building polluting coal power stations that are inconsistent with meeting the goals of the Paris Agreement, what that will have on our reputation of the company? Thank you.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. As you noted, there's a lot that we're doing to help propel the energy transition, our positions in renewables, particularly in wind, are part of that. We're of the view that even our gas business as the world transitions in all likelihood from both coal and nuclear over time is a capability that will be part of the solution as opposed to part of the problem. We do have that technology, the steam technology that you referenced in our portfolio. And in parts of the world where the economics and the market regulatory demands are such, but that's the way they are choosing to electrify their communities and their nations.

We have that capability. And we've taken the view that we want to, again, in concert with our purpose, facilitate that progress and that prosperity in those parts of the world. Stepping back from any one of those projects though, I think, that if you look at what we're doing both with our enabling technologies and when we're involved in some of the financing of those projects, we're very much part of the energy transition that you're alluding to. Thank you.

Yes, sir.

Bob Winchester

Mr. Chairman and the board, thank you for this opportunity to address you. And I appreciate the work you're doing, trying to transform GE from where it was to where you want it to go in the future, and I'm encouraged.

My name is Bob Winchester, and I'm a -- one of the members -- many members, family, that have worked for GE from positions as high as Vice President to roofers and mason's helper. So I have a broad experience and exposure at GE across the country.

There are two things I want to address today. The first is that you had a multibillion-dollar underfunding of the pension plan. And somehow your company that audited, and your Board either didn't know about that or they failed to report it. And I find that extraordinarily troubling. I know that wasn't under your watch, I know you discovered it. But if an auditing company can't count billions and a Board doesn't recognize billions, that's a significant problem. It's in the past, you're moving forward, but I needed to say that.

The second thing I wanted to say to you is if there's a challenge that you just -- like saw today, you do two billion scans a year through your medical technology. It seems to me that, that's a tremendous amount of data that can provide critical information about health trends and health issues worldwide and provide significant financial opportunities to use that data to transform our healthcare industry into something that's much more productive.

First one, my first challenge to you, I don't expect you to address. It's over and done, but it needed to be said. The second one I would like you to address.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Sure. Well, I think with respect to the opportunity we have around those scans and the data that is generated, we would agree, it is significant. There are obviously some nuances there that we want to be mindful of with respect to data privacy and confidentiality. But I think one of the reasons we're really excited about Healthcare longer term is we do generate a lot of data. Not all of it's necessarily used today in front of a clinician, let alone when you think about stepping back and getting involved in real data mining, right? So there are opportunities there. I wouldn't say that we have them fully scoped, but it is something that is, I think, very much a part of the investment envelope for the Healthcare team going forward.

Bob Winchester

You have obligations worldwide under patient confidentiality. But the data that you that gather about the kinds of diseases and things that are happening, that's not a privacy issue, that's an opportunity to reform...

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

No argument. Thank you.

Yes, ma'am.

Jillianne Lyon

My name is Jillianne Lyon. I'm also with the Tri-State Coalition for Responsible Investment. I'm representing the Sisters of St. Joseph of Brentwood, who have been long-term investors in GE. And today I'd like to ask a question on behalf of community groups affected in Vietnam.

Our company has been appointed as EP contractor for the proposed 1,200 megawatt, [Bung Ong 2] coal-fired power plant -- power station in Vietnam. Thomas Reuters reported in March that the sponsors of the plant have decided to change the technology of the project from supercritical to ultra-supercritical. Significant changes to proposed projects such as this should trigger the undertaking of a new environmental and social impact assessment. However, the sponsors are yet to confirm when this will occur and have failed in the past to demonstrate that they have consulted communities that would be affected by the project.

Our company is publicly committed to transparency. Will GE, in consultation with relevant sponsors and other parties, undertake to ensure that the environmental and social impact assessment for the Bung Ong 2 project is recompleted and that as part of the assessment, project-affected communities are consulted appropriately in accordance with international best practice?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Well, thank you for raising that. I have to admit, I'm not -- I have no direct knowledge of that specific dimension of that project, but we'll certainly follow up. Thank you.

Yes, sir.

James Moore

Mr. Chairman, I'm Jim Moore, again, from the Carpenters' Pension Fund. A topic that's received growing interest in the business press and in leading business schools is the growth in the size of the ownership interest held by mutual funds, particularly passive index funds. BlackRock and Vanguard, each own an excess of 5% of the company's outstanding shares. Can you speak to your view of the growing concentration of institutional investor ownership and its impact on corporate governance, specifically, does the increasing concentration of ownership by passive investors aggravate short-term-ism in the market? Or alternatively, enable companies to take a longer-term strategic perspective? And also are there potential conflict of interest issues that average shareholders should be concerned about given that these same investment companies are involved with the administration and investment of corporate retirement funds at companies where they hold large ownership positions?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

A couple of questions there. I wouldn't say that I have the answers to how the active/passive debate plays out over time and how it impacts governance. Clearly, we want to be engaged with our shareholders. And if you look at the active institutions that are in the stock today, we have a really good dialogue. Again, Steve Winoker leads that effort for us, and it's helpful, it's constructive. We may not always agree, but frankly, we want the input. It becomes a little tougher, right, when there's not a portfolio manager behind those positions. There are others that are involved, in, say, the voting of the proxies and the like. Those are good dialogues, too, a little bit removed from the business but that's the market. And I think, again, in the spirit of embracing our reality, it is what it is today. But how it plays out over time? We'll see. But ultimately, there's a responsibility on all of us in the Boardroom, right, to make sure we're making the tough, best, long-term decisions for our company in the best way that we know how. And I would just, again, share with you that I think this is a group very much committed to operating in that fashion, in concert with all of our shareowners. Thank you.

Yes, sir.

Jack Legrassa

Thank you, Mr. Chairman. My name is Jack Legrassa. I'm just an investor, GE investor for approximately now 11 years. The last two years have been very dramatic. A lot of drama, just the headline news here, there. But in light of the legacy losses with Alstom, the health insurance, long-term care, pensions, whatnot, on -- and I don't mean to be overly simplistic about resolving GE's issues, but I see it very much in Power, the Power gas turbine business. Is there a future for that? And with such a huge global footprint and control of electricity, 40%, why are we not churning profits in what -- it escapes me. With such huge massive control over the market, where are the -- where -- the losses, I realize, aren't legacy issues. But can you just flesh that out for me a little bit?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Sure. Sure. Well, just to be clear, we don't control 40% of the world's energy market. If we did, maybe we would make a little bit more money in Power, okay, but that...

Unidentified Participant

But 40%...

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Our software helps manage 40% of the world's energy. So again, it speaks to the footprint, it speaks to the installed base. I've been at this for a year, you've been at this for, I guess, a year for every month I've been here. You're spot on. I think sometimes simplicity helps. Future GE shareholder, I hope. (laughter)

When I walked in, I think my stance was really three things. One, we have seen the market for gas turbines tick down. That's probably more structural than cyclical, but it doesn't mean that gas is going away, at least in our opinion. Again, I think it's part of the energy transition. There is an important role for gas to play for some time. But when a market ticks down and you don't call that early -- you've got a cost structure from the market when it's here -- tough to make money when the market's here, right? So we're trying to catch up for a little bit of lost time in that regard.

I'd say secondly, we made a big bet just as the market was resetting with Alstom. Again, I'm not here to reevaluate decisions of the past, but there is some inheritance tax that we're going to need to pay this year and next. We paid some last year as we work our way through that, as we effectively increased our capacity to time when the marketplace was coming down.

And I'd say, third, the way we were managing Power, it was really from on high. We were managing Power as if it was one business, it's actually a number of different related businesses. So what we've done there is really change the way we're approaching rather than top down, it's more bottoms up. So I look at our Gas Power business, our Steam business, our Nuclear business, our Power Conversion business, all on their own bottoms. And what I'm hopeful that we can do is deal with the market reality, embrace that, while we compete through all the profitable businesses out there, pay off these inheritance taxes in the next couple of years, and if we get back to some basics like Melody's talking about earlier in the way we run the Power business, that business can be a much better performer, it can be a money, a profit generator for us, not a business that's losing money. And rest assured, that team is very much committed to that game plan and that -- and has that level of expectation.

Jack Legrassa

Your time horizon on getting the Power division to a much more profitable place, where are we talking, 2022?

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Well, when you say more profitable, that simply means improvement. So I want to see improvement this afternoon. But that said, this is going to take a while. We didn't get here overnight, it's going to take a while to work through that. We've been very careful not to try to pin down a specific target with respect to that business hitting a certain level of profitability simply because we want to make sure, we don't try -- we want to have a sense of urgency while at the same time we want to make sure we get this right. And we will endeavor to do that. Thank you.

Yes, sir.

Saul Cunningham

My name is Saul Cunningham. I was a former employee at GE Credit and then GE Capital. I'd like to know what's left of it and what's your plans for it.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you for your question. Thank you for your service. GE Capital today is largely our GECAS, our aircraft and engine leasing business, which is a phenomenal franchise. We have a small set of remaining businesses. But what I'm most focused on is what we call EFS, our Energy Finance business. It really helps both our Power and our Renewables business with projects around the world where there is some financing support required to get them started. And then there is a small, myriad of business, a number of which are again in transition. We also have the legacy insurance liabilities in GE Capital, and it's really those three pieces, which constitute the vast majority of the balance sheet of Capital today.

Saul Cunningham

Okay. Now when I was an employee, the internal orders were a big force in the company. Is that still in effect? We had teams that would descend on plants and find the problems.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Yes. We don't have really Capital playing that role today.

Saul Cunningham

No, I'm not talking about Capital. I'm talking about the whole company.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Within -- well, certainly, our corporate audit staff is this -- I think the group you're referring to, and they do a really nice job. This is our up-and-coming, next-generation leadership cadre, is getting a lot of training but also having a lot of impact on the business. So that program is still very much in place. They go in and help the businesses on various issues. They find things. They help drive improvements. So we get impact from that, and we're obviously developing this next generation of leadership for the company.

Saul Cunningham

Very good. And thank you for your effort and for your management team's effort.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

We appreciate that.

Saul Cunningham

More candid, a great place to work with.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

There's a lot of great things to work with at GE. Thank you.

Yes, sir.

Dennis Rocheleau

My name's Dennis Rocheleau. At last year's annual meeting, I was quite ill and consequently, I did not speak much on the matters that are under discussion. I will here try to make amends. At the suggestion of my friend, Bill Freeda, I will do so in less sesquipedalian circumlocutions that I normally employ.

One, in Imperial, I met you, Chairman Culp, for the very first time in your then Lead Director role. You impressed me with your accessibility, affability and attention that you paid to comments I made about the misguided, Immelt-inspired reductions and post-65 retiree health care. Shortly thereafter, I wrote you to express my appreciation. I continue to encourage you to stay the straightforward, sensible course that you have begun.

Two, I thought that then Chairman Flannery, ran a good meeting last year in an extremely difficult environment. He struck me as a thoroughly decent man who had been dealt a very bad hand by Immelt and associates. I wish Mr. Flannery, wherever he is, well.

Third, I also met with Director Garden at the conclusion of formal session in Imperial. He told me that he had lost \$1 billion on his firm's investment in GE and that he was not at all happy about that prospect and meant to rectify it. That certainly put my \$200,000 loss in perspective. Since then, he's down many millions more and I encouraged him to retain his steely-eyed resolve.

Four, Imperial was my first opportunity to meet new General Counsel, Holston. When I asked him where GE stood on the investigation into Immelt's use of a second empty jet, he said that he would get back to me. He had indeed done so. But his response has not been satisfactory, in my view. I know the facts have been misrepresented, and I believe that we, shareowners, deserve the truth. For too long in



the Immelt era, too many GE executives valued self-preservation above transparency. Those days must come to an end. If CBS can openly address its chair's errors, why cannot GE act similarly?

Five, KPMG's failure to perform at the level of excellence that their fees and reputation would suggest was rightly rebuked in 2018 by shareowners. I believe they should be replaced.

Six, although my 2018 proxy proposal regarding the need for more insights into the disastrous stock buyback process got very little shareowners' support that initiative remains an egregious misstep that deserves commentary from the Chair. How the hell did the Board permit \$50 billion of precious cash to be -- cash to be so wrongfully deployed? Who was the lead advocate for that misadventure? Immelt, Bornstein, a Board committee, who?

Seven. This year, I submitted a proposal to claw back selectively executive compensation graduated for the -- granted for the period of 2014 through 2017. The company's purported performance over those four years was, in my judgment, a Potemkin village. Why should certain executives having been paid as if they were A players while turning in a C-grade or lower performance be allowed to retain their ill-gotten gains? The SEC did not require the company to include my proposal in our proxy on the grounds that it constituted micromanaging. I assert that, that is better than the lack of management that allowed such pitiful performance to be so richly rewarded. I say take back compensation and related pension benefits from Immelt, Bornstein, Comstock, Bolze, Lynch and their ilk.

Eight, finally, six years ago, in New Orleans, I began my efforts to have GE reexamine what it did in the area of post-65 retiree health care. I have since spent over \$100,000 of my own funds pursuing that objective, and I will not rest. I will keep standing and calling for change. I will recognize that GE's financial position is far more strained today than it was then, but that is no reason to fail to acknowledge the truth about this initiative and its fundamental unfairness. Just because we cannot now fashion a comprehensive cure for this breach of integrity does not mean that we cannot admit error, change vaultingly stupid positions at a modest cost and pledge both to continue mature, civil dialogue and do more healing when the company financially can.

If we continue the lies and conceits of the past, we will have no future. Thank you for consideration of my comments and for your obvious commitment to returning GE to respectability and ultimately, glory. Thank you.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you, Dennis. I didn't know you were sick a year ago, we had a good conversation. Well, there's a lot there. A number of issues that we've obviously hit on already. I would just say with respect to the planes, I mean that was a matter -- or a practice that was stopped some years ago and that is very much in the past. You spoke to capital allocation, it is in the past. You spoke to capital allocation, this is a Board hyper-focused on good capital allocation. Now at this point, clearly, it is focused, first and foremost, on bringing the debt levels down both in industrial and in Capital. But I think this is a Board that understands that duty, has a tremendous amount of experience and has the best interest of shareowners at heart as we tackle that.

So we'll continue to have, I think, a civil dialogue, that's my intent as we move forward.

I'm going to just go to this gentleman because I don't think we've heard from him.

Chris D'Arco

My name is Chris D'Arco, ex-GE Capital employee, a proud owner of just over 1,000 shares, semi-retired. My plan was to use my dividends from GE stock to help pay my food bills. And I want to thank you for decreasing the dividend because I lost 16 pounds. So it's a little...

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

I think I gained them.

Chris D'Arco

So I just had three ideas of just that -- that's more directed towards the Aviation business. And Mr. Joyce was to sell the Aviation business to Boeing and perhaps issue a special dividend to all the GE shareholders, which I think before you said how well the business is doing, we all know it does, though it might be a no. But acquire UTC's Pratt & Whitney Aviation business, once that goes public, I believe they're going to spin that off or for -- a joint venture with Honeywell in their Aviation businesses. And the last comment is challenging the Board of Directors -- yourself and the Board of Directors to, perhaps, within five years bringing GE back to Dow 30? Thank you.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. Thank you for those ideas and those suggestions. If I take them in reverse order, obviously, I think we were all disappointed to be excluded from the Dow 30 after all these years. But at the end of the day, be it the Dow 30 or other signs of recognition, it's rooted in performance, right, and we have to perform. And again, both in the comments I shared at the outset and hopefully in our response to some of the questions you guys sent, that this is a team very focused on building on the strengths, dealing directly with the issues that the company faces to make the company stronger and make the company more valuable. If that puts us back in the Dow 30 in time, so be it. But whether you use the word paramount, whether you use the word matters, that's what GE's all about. It's hard for me to speak to any of the specific options, strategic options that you're alluding to relative to Aviation. But when I think about David's business, it really is GE, right? Again, there's no better business that we have. So to do something like sell the business to pay a special dividend that strikes at the core of who we are and I think all the potential going forward. I think the best opportunities for the GE shareholders is making sure that David and his team have the support and the investment that -- so that they can continue to do all the great things they've done for 100 years. And again, I -- bear in mind, the -- it's hard not to be excited about the decades to come in that business.

Kevin Mahar

Yes, Kevin Mahar from Lynn, Massachusetts. Again, I'd be derelict of my duty if I didn't end -- we had hands of applause for the Board of Directors. But I'd be derelict in my duty if I didn't ask all of the retirees who are here to stand up because that's who made this company. That's who made every one of us what we have today. So I just wanted to say I'd be derelict of my duty. And I'd like to meet Kevin Cox. You got a good name, Kevin, and I'd like to talk to you a little later. Thank you.

H. Lawrence Culp, Jr. General Electric Company - Chairman & CEO

Thank you. You probably now know I'm a lifelong Red Sox fan. If you got a Red Sox hat on, you get away with almost anything at these annual meetings. So -- but thank you.

I think that concludes all the questions that we have. We're almost at the appointed hour. So again, I just want to thank everybody for coming today. I hope you found this time a useful investment on your part. Again, we're committed to making this company valuable for you, for our customers, for United States, and dare I say for the world. Thank you.

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