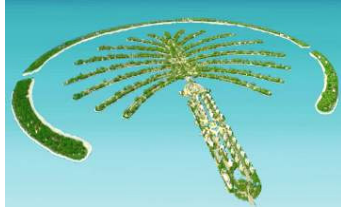
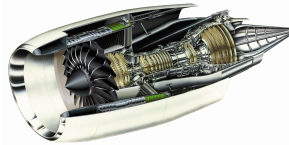


# GE International



## Winning in the Middle East

Nabil Habayeb



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## Preview of the Middle East

### Qatar

*GE business presentations and site tour*

#### **Regional overview**

Regional growth plans  
Country platforms

#### **Business / Corporate segments**

Oil and Gas  
Energy  
Aviation  
Global Research Center

#### **Tour of Ras Laffan Industrial Parks**

### United Arab Emirates

*Customer and government presentations*

#### **Abu Dhabi**

Overview of Abu Dhabi  
Panel discussion with government officials

#### **Dubai**

Overview of Dubai  
Financial services sector  
Aviation industry  
Investor discussions



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## The Middle East – Delivering On A Promise



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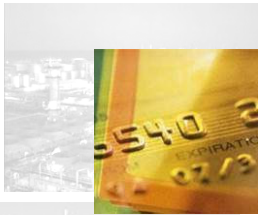
## Middle East Growth Drivers



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## Middle East Growth Drivers



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## Middle East growth & market needs

### Liquidity

FDI; O&G Monetization... \$150B in Saudi  
Management training... Need advisors

### Building infrastructure

Transportation development  
Energy & water sufficiency  
Local service offering; Knowledge transfer

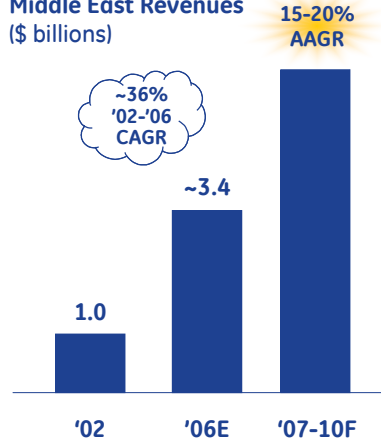
### Social needs

Healthcare; Security  
Local manufacturing; Job creation  
Leadership development

### Diversification

Industrialization  
Real estate & tourism  
Financial services

### ■ Middle East Revenues (\$ billions)



**Significant needs in the region**



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## Middle East growth with compliance

### Segmenting Markets & Accelerating Growth

+

### Driving Controllershship & Compliance

+

### Building Partnerships

- "Real time" growth today... **Saudi Arabia**
- "Prime time" growth tomorrow... **Qatar, Abu Dhabi, Dubai**
- **Translating** market growth drivers to GE portfolio
- **Building on existing base and filling the white space**
- Regional back-office Centers of Excellence
- Localizing decision-making; Regional business teams
- Building regional audit team
- Making money in the region... Not just from the region
- **Investing in human capital and localization**
- **Commitment to Corporate Citizenship**

**Through "Customer/Country to Company" approach**



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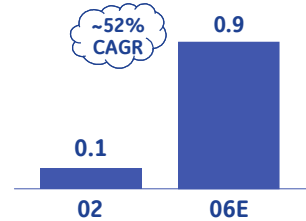
# Qatar overview

Population	~744K
'05 GDP	\$42.1B
'06E GDP ↑	6.7%
Oil reserves	16.0bbl
Gas reserves	25.8tcm

Source: Economist Intelligence Unit



## GE revenue (\$ in billions)



## Priorities

- 1 Industry partnership... O&G and Aviation
- 2 Local Investments... O&G COE
- 3 Build on country to company relationship
- 4 Innovation drive... Service centers, technology and leadership programs

- ✓ \$100B expected infrastructure investment in the next 5-years
- ✓ Needs... Infrastructure, healthcare, education and diversification
- ✓ Focus... LNG investment, cross boarder pipeline, aviation and GTL

**Expand "country to company" relationship**



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# Country to company relationship



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## Country to Company Partnership

Long Term Partnership, Building on Two Platforms: Aviation, O&G



And expanding it...



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## Localization

Long term partnership, and alliance agreement

Established Local Presence:

- Corporate Offices – November '05
- Inaugurated O&G Center of Excellence
- 2006 Asian Games Sponsorship



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# Innovation drive

Long term partnership, and alliance agreement

Established local presence:

Launch of the Innovation Drive :

- O&G Service Center
- Qatar Technology and Learning Center



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## Saudi Arabia overview



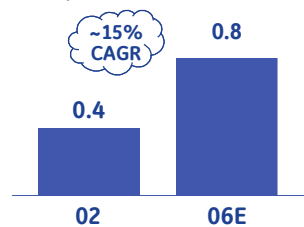
Population ~24.6M  
 '05 GDP \$309B  
 '06E GDP ↑ 6.5%  
 Oil reserves 267.7bbl  
 Gas reserves 6.5tcm

Source: Economic Intelligence Unit



- ✓ Planned public infrastructure investment of \$624B by 2020
- ✓ Needs... Infrastructure, healthcare, security, and education
- ✓ Focus... Reducing dependence on oil and supporting growing population
- ✓ Economic liberalization and reform
- ✓ Capitalizing on geographic location

GE revenue  
 (\$ in billions)



### Priorities

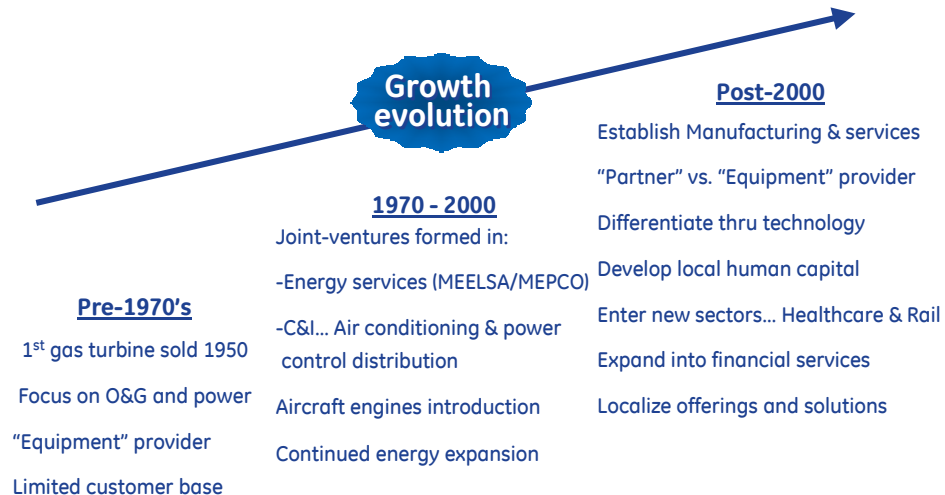
- 1 Build on existing base... Power and O&G
- 2 Drive "customer to company" approach
- 3 Expand into new sectors... Rail & Healthcare
- 4 Address country needs... Manufacturing, technical expertise and localization



Adapting to evolving Saudi market

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# GE's evolution in Saudi Arabia



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# Customer to Company approach



**سابك**  
**Sabik**  
Saudi Arabian  
Basic Industries Co.

  
KING ABDULLAH ECONOMIC CITY  
King Abdulla Economic City

  
ارامكو السعودية  
Saudi Aramco  
Saudi Arabian Oil Co.

  
مرافق  
MARAFIQ  
Water & Electricity

**MA'ADEN**  **معدن**  
Saudi Arabian Minerals Co.



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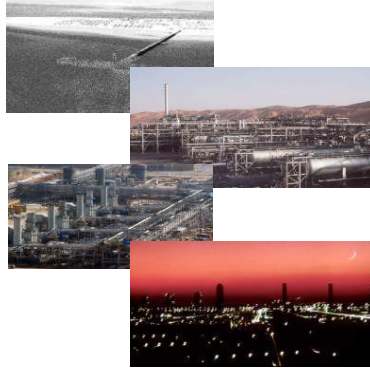
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## Building on existing customer base... Saudi Aramco



Saudi Arabian Oil Co.



### Expanding relationship

Loyal, diversified GE customer

Relationship dating back to 1950's

Evolution from power to total GE portfolio

Currently serviced by 7 GE businesses

Orders ~\$200MM+ in 2006

Key opportunities... \$2B (power, water, steam); \$50MM industrial and security

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## Example of enterprise selling... KAEC

A \$26.7B project with six district components



### Project Scope

- 6 GW power; 1.3MM m3/d desal plant; wastewater treatment
- 2 million people
- 5-phases thru 2020

### GE focus

- ✓ 1 Dedicated GE Leader
- ✓ Reporting to Commercial Council
- ✓ 6 GE businesses... Energy, Water, C&I, Security, Rail and Aviation



### Key Customer



- Shareholder structure "EMAAR Economic City"
- \$2.4B joint-venture company b/w 5-companies

### More on the way...

- Hail Economic city \$8B
- Madina City (knowledge focus) \$4B
- Gizan City (Industrial & agricultural) \$27B

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# Significant investments in new sectors

## Rail



Saudi Rail Org. spending \$5B on...

- ✓ **Rail Construction...** 1,000km rail b/w Riyadh & Jeddah; 1,000km North-South link; 115km b/w Dammam & Jubail
- ✓ **Rail Upgrade** 950km b/w Riyadh & Dammam
- ✓ **\$600MM Opportunity...** 165 Locomotives + Signaling



## Healthcare



- Ministry of Health budget... \$2.5B in 2006-07 remaining from original 2002 5-year plan
- Large projects... 2,500 primary clinics, 85 new hospitals (~300 beds) within 5-years
- Focus areas... Breast cancer & cardiology, localization and private insurance

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# United Arab Emirates overview

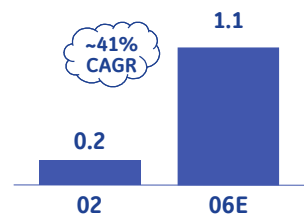


Population ~4.1M  
'05 GDP \$132B  
'06E GDP ↑ 8.2%  
Oil Reserves 97.8bbl  
Gas Reserves 6.0tcm

Source: Economic Intelligence Unit



**GE revenue**  
(\$ in billions)



## Priorities

- ✓ Focus on diversification into industrial & financial sectors
- ✓ Needs... Infrastructure, healthcare water, and education
- ✓ Planned \$440B investment on infrastructure, real estate, & tourism

- 1 Develop "local and federal" government to company relationship
- 2 Capitalize on construction boom
- 3 Expand into financial services
- 4 Focus on leadership training/development

**Focus on meeting diversification needs**



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# United Arab Emirates roadmap



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## Capitalizing on construction boom... 6 projects ~\$120B+ planned spend



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## Training and development



القادة العرب الشباب  
Young Arab Leaders

### YAL Leadership Training

Integrity & GE Values

Six Sigma Certification

Change Acceleration Process

Leadership Skills

Finance at GE



### Abu Dhabi CEO Program



Abu Dhabi CEO Program  
December 2005  
GE Gronoville

MUBADALA  
DEVELOPMENT



### Learning Program

Learning & Training Center for  
regional business executives

1<sup>st</sup> Session scheduled for 1Q07

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## Commitment to Corporate Citizenship



### Qatar

Qatar Technology &  
Learning Center

Asian Games partner



### UAE

Mubadala Learning Center

Young Arab Leaders  
Program



### Special Needs Schooling

Early Intervention Center  
Manzil School in Sharja, UAE



### Jordan

Save the Children  
GE \$25k Chairman's  
Award donated



### Breast Cancer Awareness

GE and Roche  
Awareness campaign



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## In summary

**GE is uniquely positioned to...**

Deliver on "Customer/Country to Company" relationships

**We will continue to...**

- ✓ Focus on segmenting markets and accelerating growth
- ✓ Drive controllership and compliance
- ✓ Build partnerships



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In 1849, they rushed to California.  
Today, they're rushing to Dubai.



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