

Global Growth



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Caution Concerning Forward-Looking Statements:

This document contains "forward-looking statements" – that is, statements related to future events that by their nature address matters that are, to different degrees, uncertain. For details on the uncertainties that may cause our actual future results to be materially different than those expressed in our forward-looking statements, see <http://www.ge.com/investor-relations/disclaimer-caution-concerning-forward-looking-statements> as well as our annual reports on Form 10-K and quarterly reports on Form 10-Q. We do not undertake to update our forward-looking statements. This document also includes certain forward-looking projected financial information that is based on current estimates and forecasts. Actual results could differ materially.

Non-GAAP Financial Measures:

In this document, we sometimes use information derived from consolidated financial data but not presented in our financial statements prepared in accordance with U.S. generally accepted accounting principles (GAAP). Certain of these data are considered "non-GAAP financial measures" under the U.S. Securities and Exchange Commission rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered an alternative to the GAAP measure. The reasons we use these non-GAAP financial measures and the reconciliations to their most directly comparable GAAP financial measures are posted to the investor relations section of our website at www.ge.com.

Imagination at work.

A lot going on in the world

Opportunities

- + Global mega trends ... demand for infrastructure remain intact
- + Customers need better solutions from companies that can deliver ... “cost/unit”
- + Companies that can “add value” locally will win more; “jobs” = real global currency
- + Plenty of capital ... not always where the projects are

Environment

- Geopolitical uncertainty abounds (not “systemic”)
- Governments count more than ever
- Economic nationalism
- Project development capacity counts more than ever
- Complicated decision making processes
- Oil price & currency volatility

Big & complicated ... but plenty of opportunities for growth



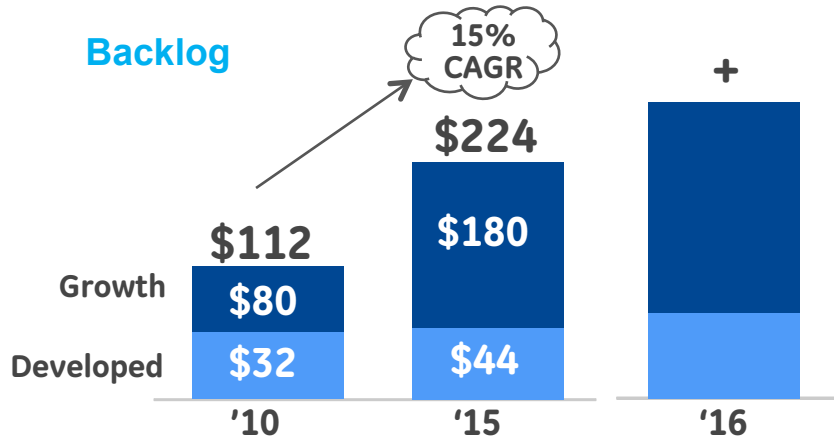
Imperatives for driving growth

(\$ in billions)

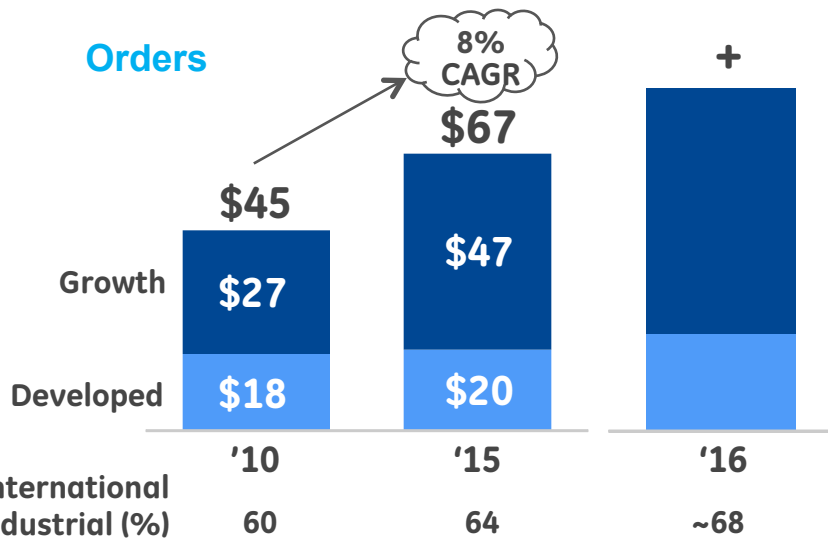
International view

Imperatives

Backlog



Orders



International Industrial (%)

'10

'15

'16

60

64

~68

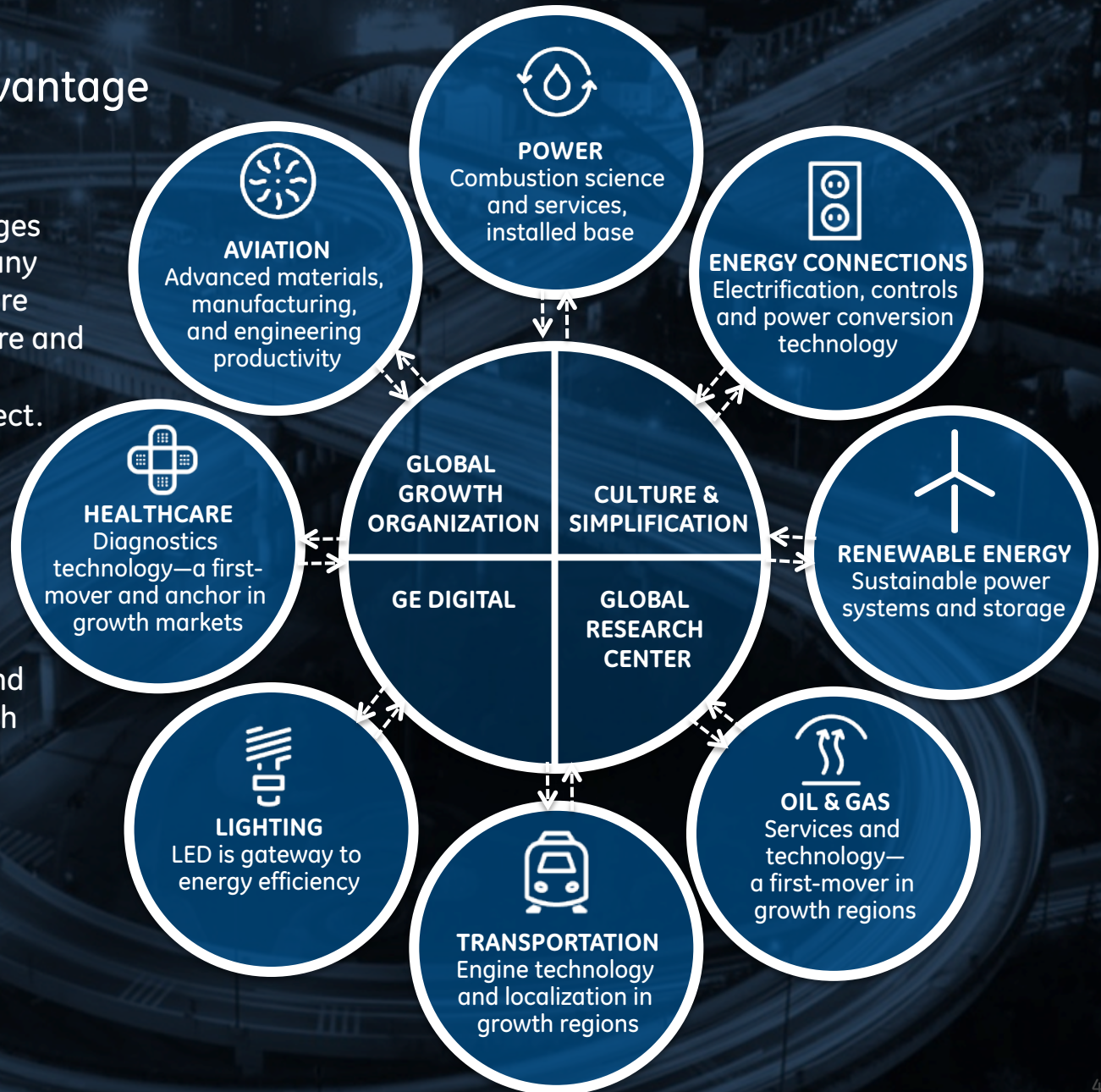
- Leveraging the “GE store”
- Acceleration in Growth Markets ... long term commitment
- Implementation of localization strategies
- Digital Industrial & other big growth themes ... investing to win
- Building partnerships & providing financing solutions
- Expansion in new markets



The GE Store

Our competitive advantage

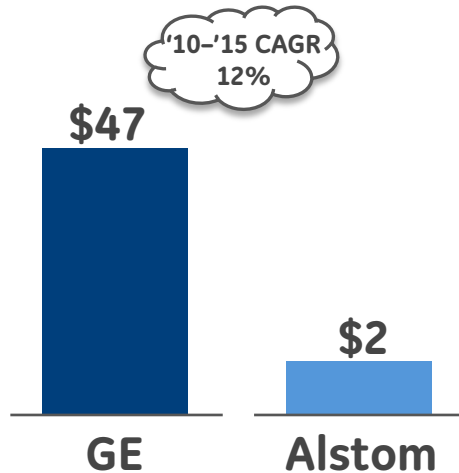
We drive enterprise advantages that benefit the entire company through the “GE Store” – where every business in GE can share and access the same technology, markets, structure and intellect. The value of the GE Store is captured by faster growth at higher margins—it makes the totality of GE more competitive than the parts. No other company has the ability to transfer intellect and technology as we can through the GE Store.



Growth market acceleration

(\$ in billions)

2015 orders



GE store advantages

- ✓ **Scale** ... strong foundation in places that count
- ✓ **Expansion beyond the core** ... Power Conversion, Life Sciences, Avionics
- ✓ **Scope of GE** ... ↓ cost through multi-modal sites & engineering centers



Key geographies

MENAT - \$76B Backlog



- ✓ Leading with technology ... Healthcare, GE9X, Aviation services, HDGT
- ✓ Partnering to increase localization ... Sonelgaz power gen facility
- ✓ Executing amidst volatility

ASEAN - \$16B Backlog



- ✓ Partnering with LCCs to grow
- ✓ Harnessing Vietnam multi-modal & engineering center in delivering value
- ✓ Capitalizing on distributed power & affordable healthcare opportunity

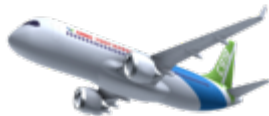
China - \$21B Backlog



- ✓ Partnering with state champions to deliver clean energy solutions
- ✓ Delivering localized affordable healthcare products & services
- ✓ Air transportation expanding ... C919

Localization capability

Seize the market



Aviation in China

- ~1,200 narrow bodies in 2015
- Local service & manufacturing

Emergency power

- 5-10 large active campaigns
- Local sales coverage



Global locomotives

- 1,000 locos 2016 – 2020
- High share

Value Healthcare

- ~\$1B in global sales
- Compete everywhere



+

Lower costs & localization

Multi-modal sites



Pune

- \$500MM+ output
- \$100MM+ savings
- Canada next



Haiphong

Engineering centers



Poland

- 3,000 engineers
- 20%+ ↓ OCPH



Mexico

Shared services



Hungary

- 5 global centers
- 30% ↓ cost
- 65% processes



Shanghai

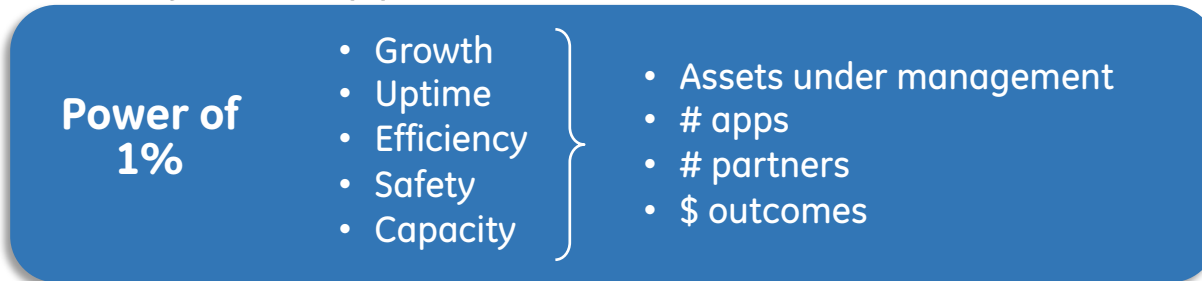


Digital Industrial

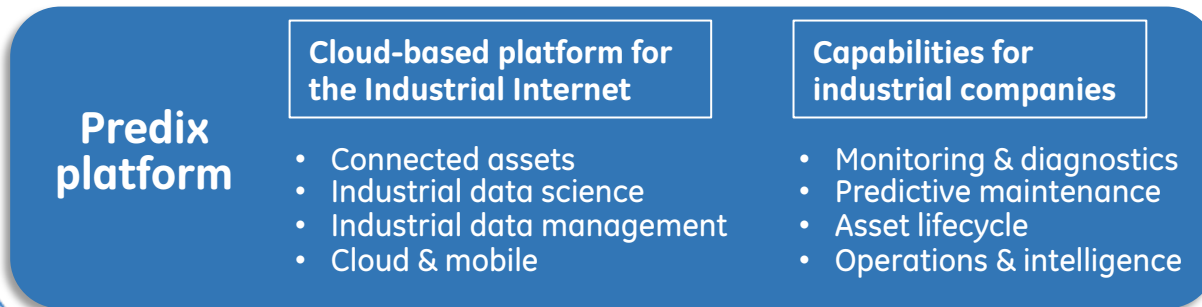
Smart machines & digital thread | design through installed base



“Analytical apps” → customer outcomes



Analytical operating platform



Our play

System productivity

+

CSA value
Upgrades
HW/SW sales
Collaboration

+

Partner value
New growth
(Oracle, Intel,
Cisco, Softtek)



Monetizing the Digital Industrial

Asset Performance Management



- ✓ 1st Global deployment of GE's Asset Performance Management (APM)
- ✓ Predictive maintenance solutions covering GE & non-GE trains
- ✓ APM solution for entire plant of 2,300+ assets
- ✓ Developed consolidated store of collected machine sensor data, analytics, and plant-wide view

Improving asset availability, reliability and operating costs with APM



Outcome as a service



- ✓ Pilot in '14
- ✓ Sensors & instruments embedded in gas turbines ... built self-learning analytical model
- ✓ GE software allowed Sapphire to predict changes in efficiency, electricity output & other outcomes
- ✓ Benefits of increased plant efficiency split between Sapphire & GE

Enhanced revenue stream for GE complimentary to existing services work

Digital cost productivity ... example

GE Brilliant Manufacturing ... Energy Connections Arcicbo plant



50% cost productivity (\$0.5B) & 75 factories connected across GE in '16

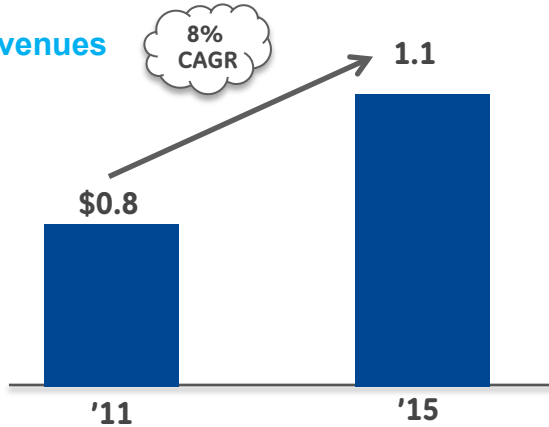


Growth themes ... Value Healthcare & Wind

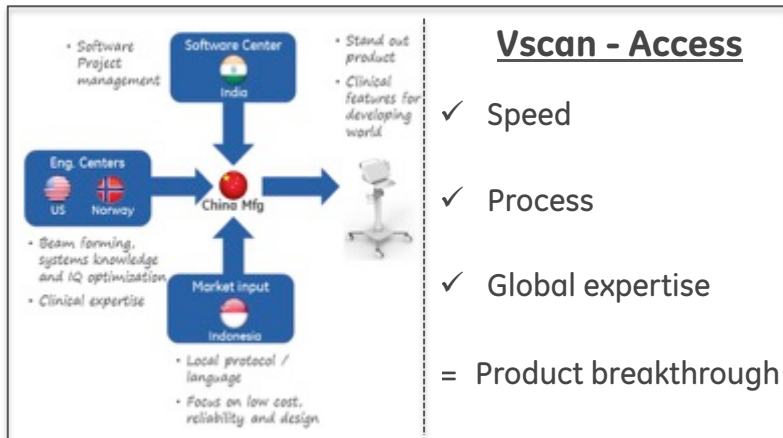
(\$ in billions)

Value Healthcare

Revenues

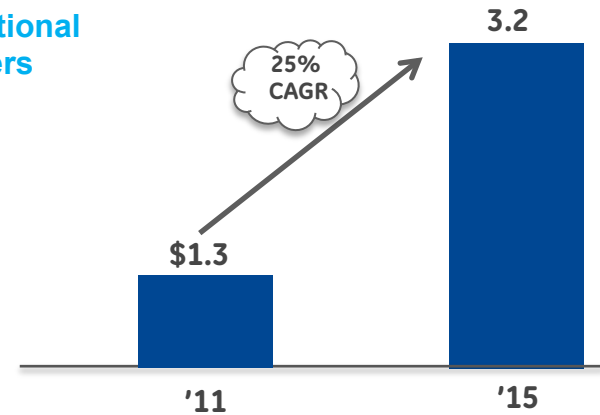


Products for broad access



Wind

International orders



Countries > \$100MM
'10 → '15
5 → 10

Investing to win

- Need for clean energy across the world
- ~49GW+, \$45B+ annual opportunity
 - Global ~44GW; US ~5GW
- GE well positioned to win
 - Technology
 - Localization
 - Project development
 - Execution capability

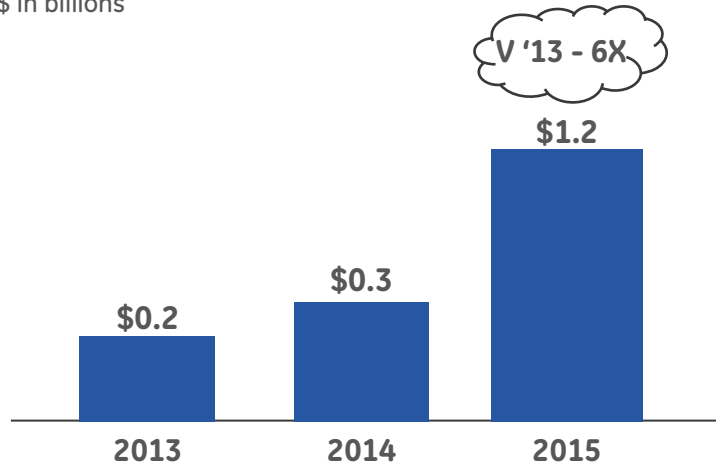
Investing in technology, localization & project development ... well positioned to win



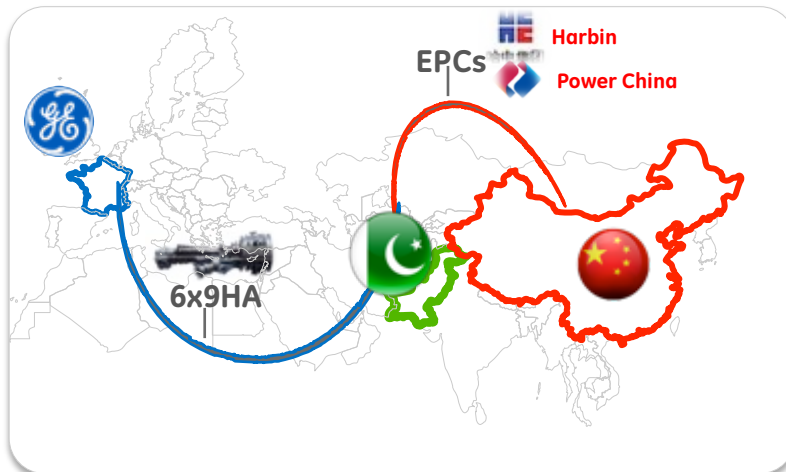
Pakistan ... GE Store at work

Orders growth

\$ in billions



Moving horizontally...



Key Projects - '15/'16

\$ in billions

Aviation



PIA - Engine OH
US EXIM & ICIEC Engine

\$0.1

✓ Closed

GET



Pakistan Railways
55x4500HP locomotives

\$0.2

✓ Closed

Wind



Master & TENAGA 2x50MW

\$0.2

✓ Closed: 0.1

Frames



H-Class & 12 years LTSA.
Bhikki - 1.2GW - \$0.4B
Haveli - 1.2GW - \$0.5B
Balloki - 1.2GW - \$0.4B

\$1.3

EQP: Closed
LTSA: Ongoing

SPS^{-a)}



Thar Engro 2
Siddiqsons

\$0.4

✓ Closed: \$0.2

Active Deals

\$2.2

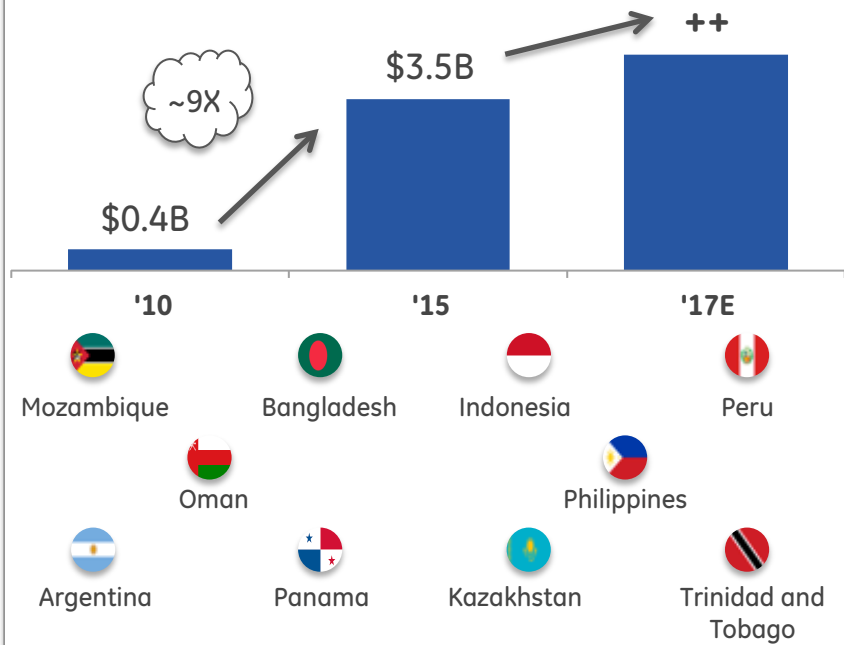
(a- SPS: Steam Power Services incl. Boilers, Steam Turbines, etc.)

Powering with Chinese
EPCs

Presence in new markets

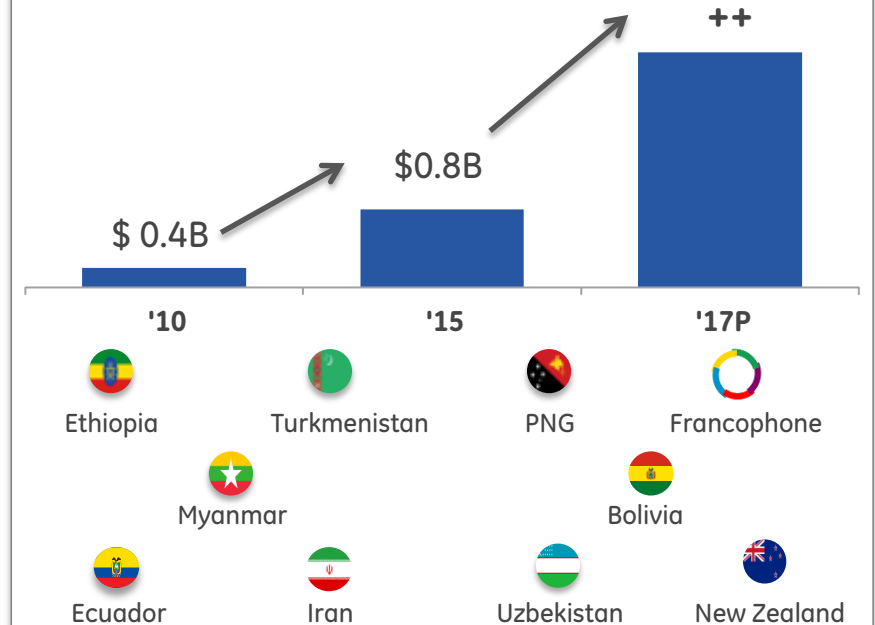
(Orders \$ in billions)

Good track record...



- Common theme ... localization
- Country leaders / commercial resources
- Values and voice

The next ten...



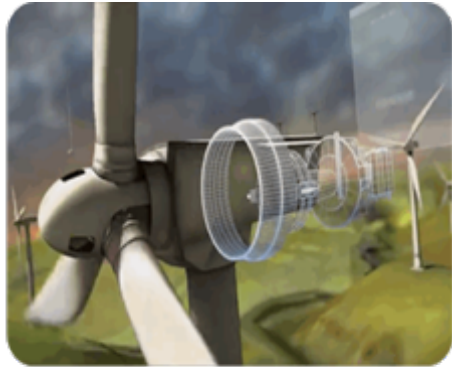
- O&G / P&W lead; Healthcare next
- Selective investment to build footprint
- Create minimal infrastructure

Big opportunities ... continue to prioritize and invest



China campaigns ... partner of choice

Clean energy



1 PG
installed
capacity
... **2TW**

Affordable healthcare



2nd largest
Healthcare
spending
... **\$1TN**

Mass transportation



1 air
travelers
... **725MM**

China going global

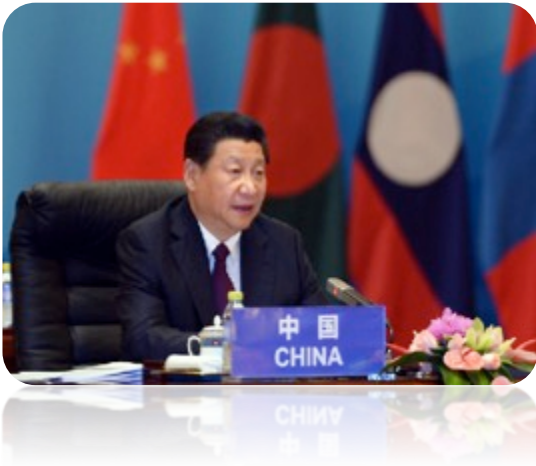


2 EPC
contract value
... **\$400BN**



GE aligning to national initiatives

**One belt,
one road**



**Promote trade &
export capacity**

**Made in China
2025**



**Move up
value chain**

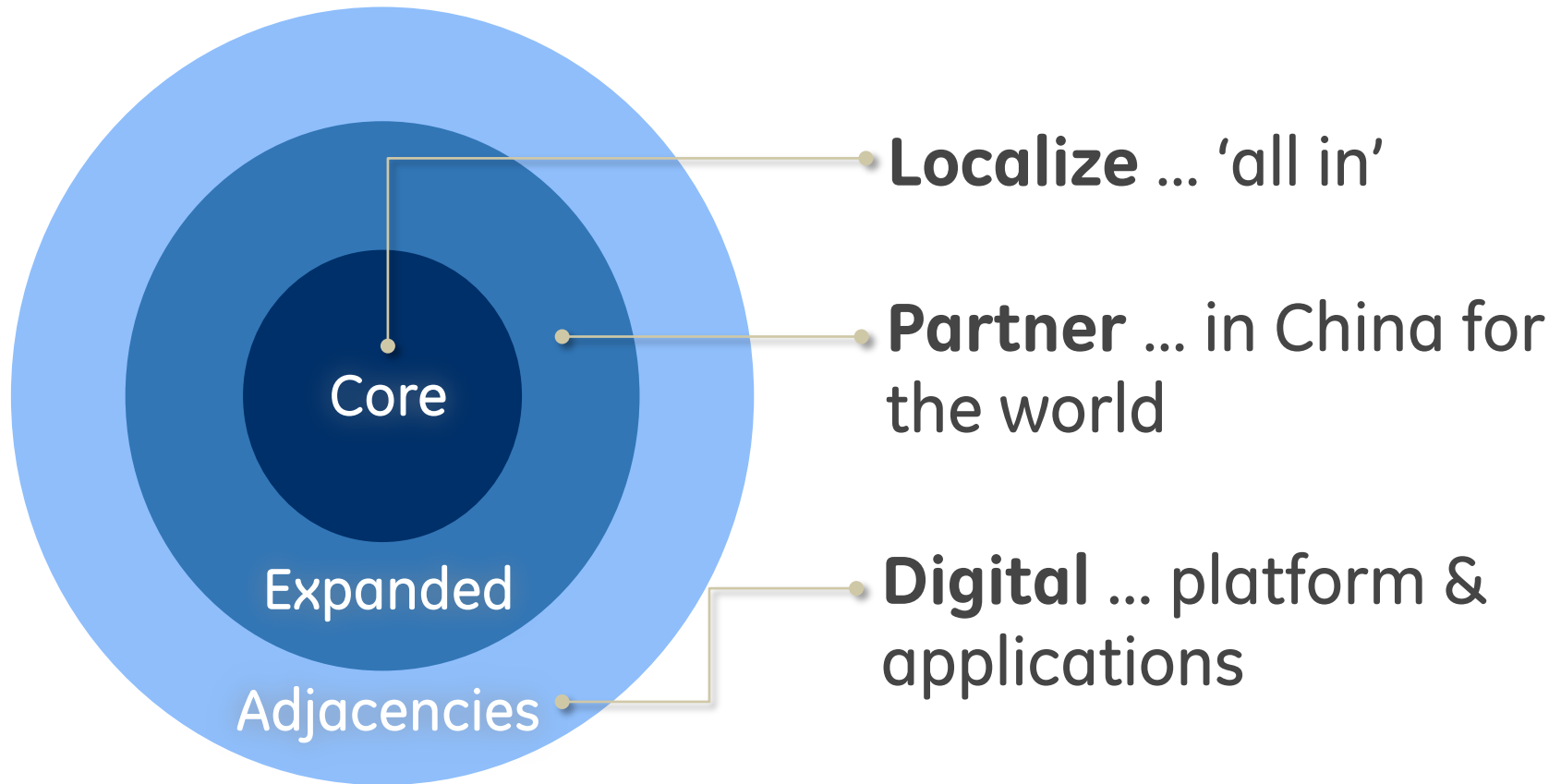
Internet +



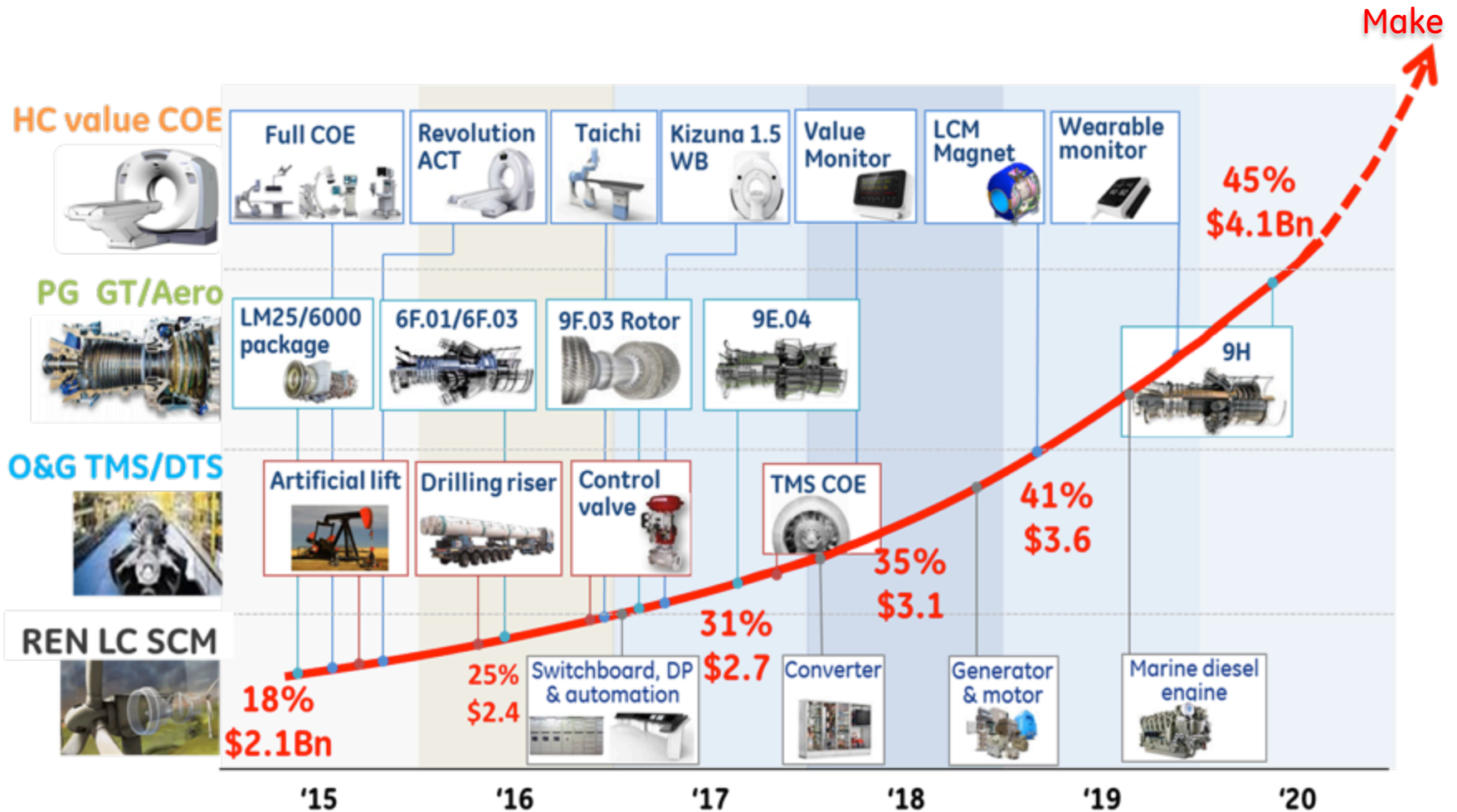
**Grass root
innovation**



GE strategy in China



Localize 'all in'... make 2x to \$4B+; buy 2x to \$10B



Design, engineer and make full systems locally



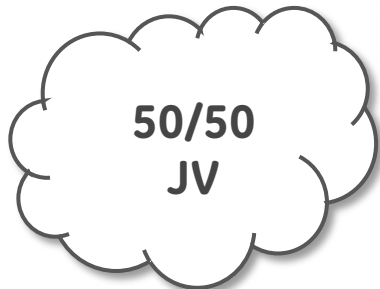
Partner... a new JV model

In China for China

2012



+



- ✓ Shared risk / reward
- ✓ Product co-creation
- ✓ C919 first → global

In China for the world

2015+



Fewer & bigger partnerships



The value of a GE “job”



Leadership training and development

- Recognized for leadership
- ~ 4,000 next-generation leaders are on leadership development programs today ... leadership + domain



Technical & operational skills and capacity building

- China - 4,000 primary healthcare physicians trained in radiology & ultrasound
- Saudi - Technical Academy (500 Saudis over 5 years incl. scholarships for 30 females); GE Healthcare Training Institute has trained over 4500 professionals



Supplier Ecosystem and SME development

- Nigeria - regional manufacturing hub; \$800 million in local sourcing & training (2,300 new jobs)
- India (Pune) ~ 60% materials from domestic suppliers; 50% of the output exported (~400 GE jobs)
- Saudi MTC - 70 customers in 30 countries; 290 Saudi suppliers and 140 SMEs in the Kingdom



Global Innovation Ecosystem

- China: 3,000 scientists in Shanghai GRC connected to 12 R&D centers working on energy emissions & affordable healthcare; in China for China + export



Ethical and transparent business practices everywhere

- Top ranking as ethical company - applied to JVs, customer and all interactions
- Myanmar: public & private sector leaders trained at Lee Kuan Yew School of Public Policy



A GE job is much more than just “a job”



How we win globally

- Emerging Markets ~50% of world's GDP ... GE's growth markets growing at ~15% annually
- Invested since 2010 ... global capability in place
 - local leaders and teams
 - multi-modal facilities
 - project finance capabilities
- GE store capabilities ... diversity of portfolio strength
- Competitive products – technology and cost
- Scale to take advantage of global trends
- Ethical and transparent business everywhere

GGO driving profitable growth

