

GE Lighting

Merrill Lynch Global Industries Conference

December 16th, 2010



Results are preliminary and unaudited. This document contains "forward-looking statements", that is, statements related to future, not past, events. In this context, forward-looking statements often address our expected future business and financial performance and financial condition, and often contain words such as "expect," "anticipate," "intend," "plan," "believe," "seek," "see," or "will." Forward-looking statements by their nature address matters that are, to different degrees, uncertain. For us, particular uncertainties that could cause our actual results to be materially different than those expressed in our forward-looking statements include: current economic and financial conditions, including volatility in interest and exchange rates, commodity and equity prices and the value of financial assets; the impact of conditions in the financial and credit markets on the availability and cost of GE Capital's funding and on our ability to reduce GE Capital's asset levels as planned; the impact of conditions in the housing market and unemployment rates on the level of commercial and consumer credit defaults; changes in Japanese consumer behavior that may affect our estimates of liability for excess interest refund claims (Grey Zone); our ability to maintain our current credit rating and the impact on our funding costs and competitive position if we do not do so; the adequacy of our cash flow and earnings and other conditions which may affect our ability to maintain our quarterly dividend at the planned level; the level of demand and financial performance of the major industries we serve, including, without limitation, air and rail transportation, energy generation, network television, real estate and healthcare; the impact of regulatory and regulatory, investigative and legal proceedings and legal compliance risks, including the impact of financial services regulation; strategic actions, including acquisitions and dispositions and our success in integrating acquired businesses; and numerous other matters of national, regional and global scope, including those of a political, economic, business and competitive nature. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements. We do not undertake to update our forward-looking statements.

This document may also contain non-GAAP financial information. Management uses this information in its internal analysis of results and believes that this information may be informative to investors in gauging the quality of our financial performance, identifying trends in our results and providing meaningful period-to-period comparisons. For a reconciliation of non-GAAP measures presented in this document, see the accompanying supplemental information posted to the investor relations section of our website at www.ge.com. In this document, "GE" refers to the Industrial businesses of the Company including GECS on an equity basis. "GE Inc. (GECS)" and/or "Industrial" refer to GE excluding Financial Services.



imagination at work

Agenda

- Industry / environment
- GE Lighting business overview
- Reshaping GE Lighting strategy
- Financial results



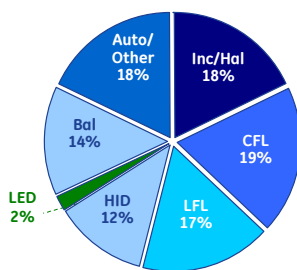
imagination at work

Industry / environment



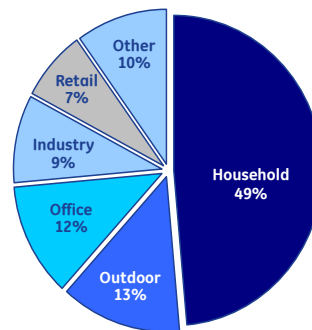
Industry overview

\$19B lamp segment



\$46B fixture segment

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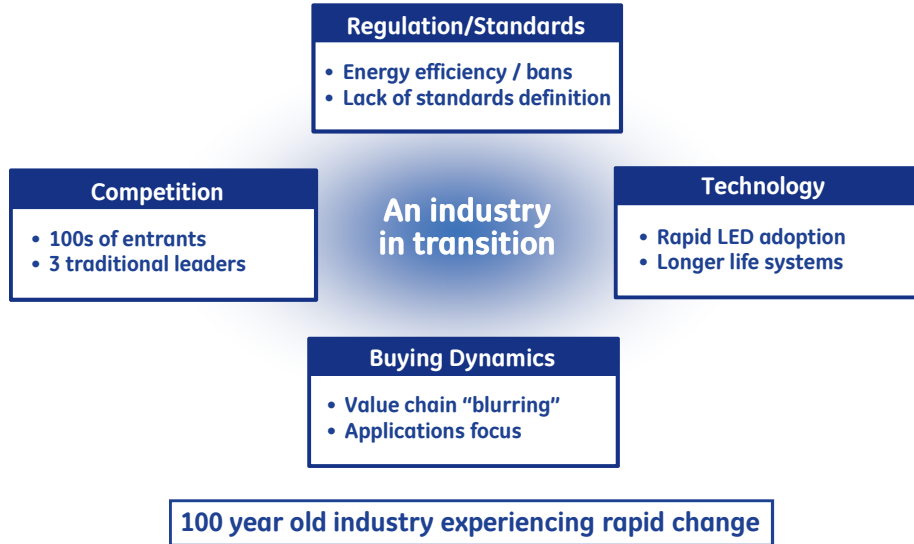


Sources: Strategies Unlimited, NEMA, Datapoint Research, Internet Research, GE Analysis

\$65B industry



Industry dynamics



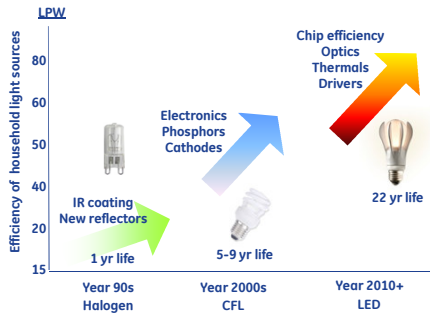
Regulation / standards

Product phase-outs by region...

	2010	2012	2014	2016
Euro	100W 75W T8 Halo	60W 40W	Incandescent Reflectors	Halogen Reflectors Halogen A-Line
North America		100W T12/T8 Halogen PARs	75W 60W 40W	Incandescent Reflectors
Rest of the World	----- Various energy standards evolving -----			

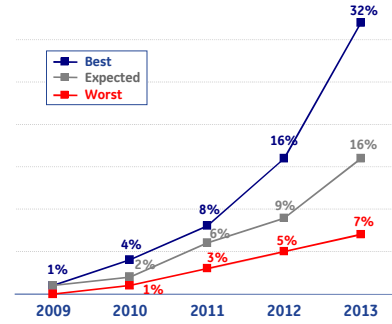
Technology

Greener & longer life



- Technology evolving
- Efficiency & performance improving
- Longer life

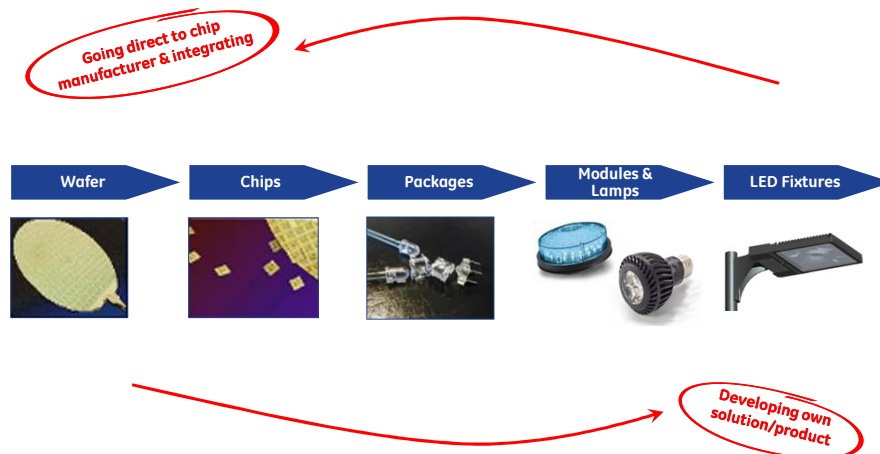
LED penetration for general lighting



- LED chip capacity +400% from '10 - '14
- End users demand solutions
- Standards setting activity ramping up

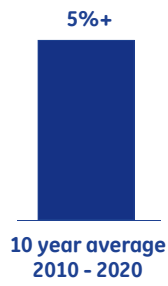
Source: Strategies Unlimited, Strategy Analytics, Freedonia, Veeco estimates

Buying dynamics ... value chain blurring



Environment creates attractive markets

Industry growth



Realities

- ✓ Energy regulation
- ✓ New technologies ... higher acquisition costs but lower life cycle costs
- ✓ Strong emerging market growth
- ✓ Urbanization / electrification
- ✓ New construction restarts

Sources: Datapoint Research, Strategies Unlimited, GE Analysis, NEMA

GE Lighting

Winning in Lighting

- Customer Intimacy**
 - Create value by solving customer needs in applications
 - Deep understanding of customer economics
 - Reliable and dependable partner
- Leadership Products**
 - Quality and reliability ... systems differentiate
 - Access to best in class components
 - Critical platform expertise - thermals, optics, electronics
- Scale**
 - Global footprint
 - Strong balance sheet
 - Broad product offering
- Channel**
 - GE brand
 - Global distribution
 - Direct / Indirect application selling

GE Lighting revenue profile

(\$ in billions)

Regions



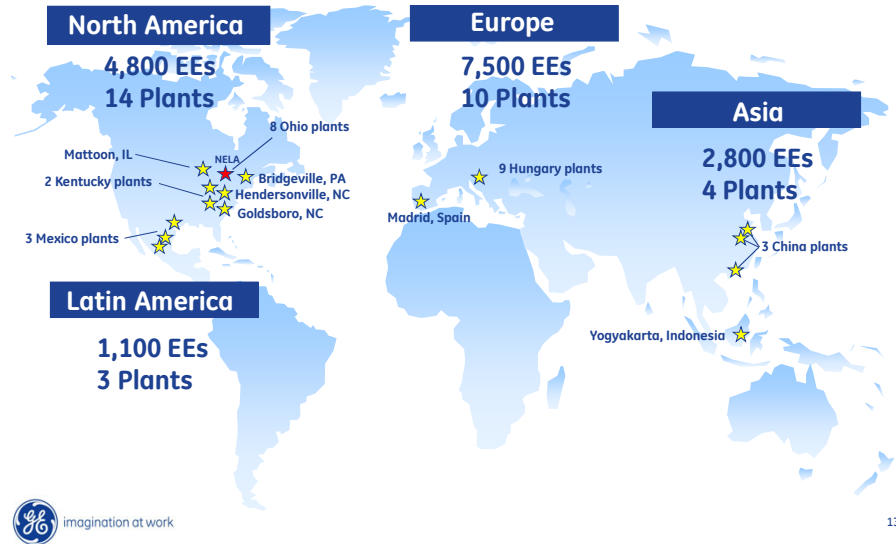
Channels



\$2.6B in Sales

Global Lighting business

16k employees, 33 plants, sales in 150 countries



Technology capability

Global technology footprint ...



Cleveland, OH



Budapest, Hungary



Shanghai, China

Technology core competencies ...

- Optical design
- Thermal management
- Ceramics
- Electronics
- Reliability

GE Major milestones...

1879 - 1st Incandescent Lamp

1938 - 1st Fluorescent Lamp

1962- 1st Visible LED Light
1st Metal Halide Multi-Vapor® Lamp

1974 - 1st Energy-Saving Fluorescent

1990 - 1st Halogen HIR™ PAR Lamp

2004 - 1st Ceramic Metal Halide PAR20 and PAR 30 Lamps

2008 - 2010
- Expansion of energy saving, long life solutions with LEDs, Linear Fluorescents and CMH® products



GE never stops re-inventing Lighting

Reshaping GE Lighting strategy

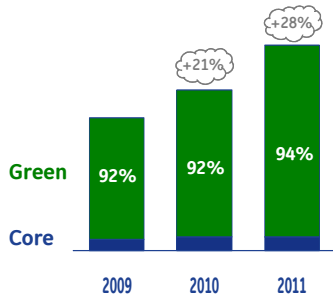
Reshaping Lighting strategy



Investing in green products

Increasing new product spend ...

... delivering world class products



- 9 Watt ... 77% energy savings
- 22 year life
- Omni-directional



- DOE "best in class" award
- 5 year no maintenance
- Patented optics design



- Low cost producer
- Highest efficiency T5 system



- Global leadership in retail ceilings
- 88% lumen maintenance over life
- 90 CRI (color rendering index)

2/3 of new product spend in LED



GE LED product portfolio

Core Product Segments

Traffic



Signage



Display



Emerging Growth Opportunities

Outdoor



Indoor



Lamps

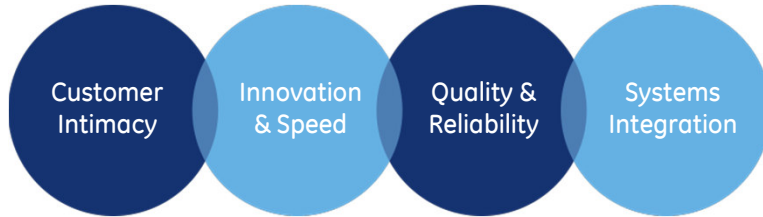


A leading LED technology business



All LED systems are not the same

GE approach ...



Every GE LED system:

- ✓ Focused customer application development
- ✓ Backed by 100+ yrs lighting experience
- ✓ Designed using Six Sigma
- ✓ Performance claims supported by comprehensive testing
- ✓ Product life rating based on acceptable light output for intended application

Industry recognition



IALD



2008 Best in Class Winner
Immersion™ LED Display Case Lighting



2009 Best in Class Winner
Evolve™ R150 LED Cobrahead Luminaire
Street/Roadway Category



GE LED Cove Lighting
2008 Recognized Winner



Tetra® AL10 LED Architectural Lighting
2009 Recognized Winner
Undercabinet Task Lighting Category



Immersion™ RV30 LED Refrigerated Display Lighting
2009 Recognized Winner
Refrigerated Display Lighting Category



Evolve™ LED Series Area Light
2009 Recognized Winner
Parking Lot Lighting Category



Evolve™ LED Contemporary Domed Area Light
2009 Recognized Winner
Pedestrian Scale Lighting Category

Walmart LED parking lot lights



Operating Impact
 ~54% - 80% energy reduction
 ~2.8 yr payback
 ~Reduced maintenance costs

Other Observed Benefits

- Better visibility and security
- Light appears like moonlight
- No light pollution
- Very low offsite visibility
- No mercury

48 sites in North America and Latin America using GE area lights



Starbucks install ~ 8000 global stores in 2010



Operating Impact
 ~\$3.1MM energy savings per year
 ~1.4 year simple project payback
 ~\$2MM in Utility rebates

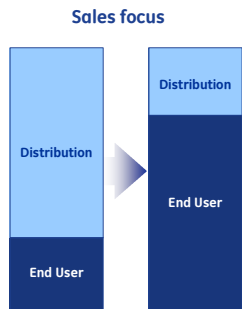
50 watt PAR20 → 7 watt LED PAR20
 50 watt PAR 30 → 10 watt LED PAR30



Commercial transformation

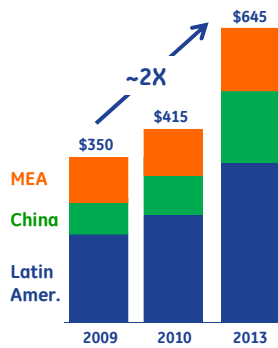
(\$ in millions)

1 Focus on end user value



- ✓ Aligning & adding resources
- ✓ Sell value of right products
- ✓ Deliver innovative end user solutions

2 Grow emerging markets



- ✓ Expand commercial coverage
- ✓ Expand local fulfillment
- ✓ Broaden product solutions

3 Invest in the brand



- ✓ Invest in advertising ... tell ecomaginationSM story
- ✓ Refresh packaging
- ✓ Consumer education

1 Bringing value to end users

Customer	Green Product	Benefit
	T5 Fluorescent System	\$100k reduction in energy and maintenance costs
 Rome Metro Line	Linear & compact Fluorescent System	61% energy/maintenance savings ... €114k annually
TACOMA ART MUSEUM	LED Infusion™	85% more efficient with 6x longer life
 COWBOYS STADIUM	Metal Halide	Technology leadership

2 Growing in emerging markets 25,507 LED street lights



Municipio de
Othón P. Blanco



Annual Operating Impact

- Eliminates ~6,000 maintenance calls
- 29.2 mega watts energy savings
- Greenhouse gas savings = to 4,000 cars annually

"...LEDs are the future of lighting solutions and Chetumal and its municipality are setting the standards for other cities in Latin America and the world to follow."

Andres Ruiz Morcillo, President of Othon P. Blanco Municipality



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3 Consumer options post legislation



Incandescent A-Line

Retail	\$ 0.50
Life	8 Months
Ownership Cost	\$113





Customer Advantages	Familiarity Lowest retail Quality of light Instant on/brightness Dimmable
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Disadvantages	Short life Inefficient
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3 Consumer options post legislation

	 Incandescent A-Line	 Halogen	 Spiral® CFL	 LED
Retail	\$ 0.50	\$2.00	\$3.00	\$50.00
Life	8 Months	8 Months	5 Years	22 Years
Ownership Cost	\$113	\$123	\$32	\$73
Customer Advantages	Familiar Low retail Instant on/brightness Dimmable	Incandescent QOL Lower retail No mercury Instant on/brightness Dimmable Familiar size/shape	Long life Energy savings Lowest cost to own Instant on/improving	Longest life Energy savings No mercury Instant on/brightness More like incandescent Low life cycle cost
Disadvantages	Short life Inefficient	Short life Energy savings Highest cost to own	Dimmable Mercury Instant brightness Familiar size & shape	Initial retail price point

Post 2014
no longer available

Providing customers with options

3 GE Lighting & ecomagination

GE wide actions...

'10 - '15 Actions

- 1 Double R&D to \$10B
- 2 Grow 2X of GE's growth
- 3 Reduce energy intensity by 60%
- 4 Reduce water consumption 25%
- 5 Create jobs

+

Bold Initiatives

- 1 \$200M ecomagination VC fund
- 2 10 flagship partnerships
- 3 20MM Smart Energy Homes

... in sync with Lighting

Lighting Actions

- Largest offering of environmental products within the GE portfolio
- 700+ ecomaginationSM certified products
- Third-party product certification (ENERGY STAR[®] and RoHS)



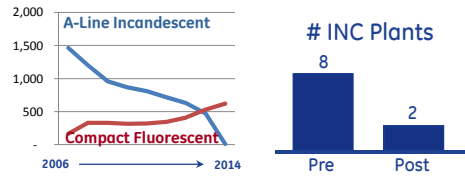
Reshaping manufacturing footprint

(\$ in millions)

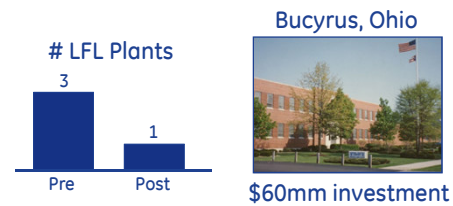
Actions

- 1 Exit core production affected by legislation
- 2 Build "Centers of Excellence" for sustained core products
- 3 Scale LED supply chain
- 4 Develop supply base for products affected longer-term

1 Incandescent impact example



2 Linear fluorescent COE example

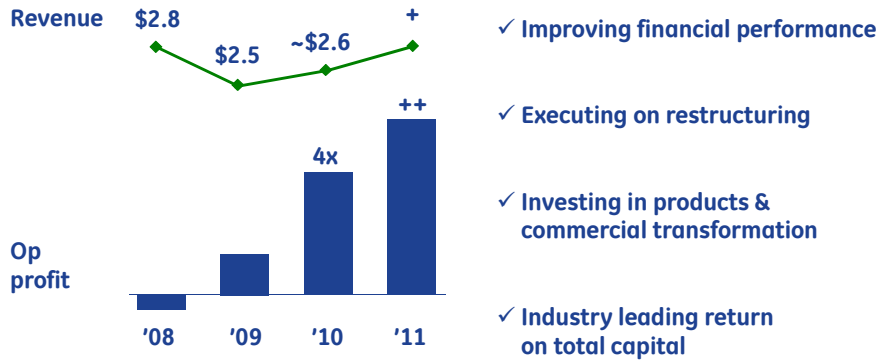


\$435 invested ... \$140 annual payback

Financial results

Lighting financial results

(\$ in billions)



Wrap Up

- Industry evolving ... GE opportunity
- GE's a global leader
- Clear strategy ... investing for the future
- Improving financial results